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ABSTRACT

This set of materials on the employment status of librarians in research libraries was assembled by the Systems and Procedures Exchange Center (SPEC) of the Association of Research Libraries (ARL). Representative examples of library faculty by-laws are provided from the University of Minnesota, the University of Cincinnati, Michigan State University, and Purdue University. Committee reports on the status of librarians include: (1) "Faculty Status for Professional Librarians" (University of Connecticut); (2) "Ranking Structure for Duke University Librarians" and "Committee on Appointment and Promotion" (Duke University); and (3) "Report of the Committee on Performance Evaluation, Promotion, and Tenure" (University of Florida). (KM)

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Status of Librarians

Kit 3b

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STATUS OF LIBRARIANS*

KIT NO. 3 DECEMBER, 1973

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* This kit has been revised since its description in the Flyer.

UNIVERSITY OF MINNESOTA

University Libraries, Twin Cities Campus

CONSTITUTION

(Adopted by University Library Faculty, June 5, 1972)

(Approved by Board of Regents, September 8, 1972)

PREAMBLE

The University Libraries, Twin Cities Campus, are dedicated to the service of the academic community in its pursuits of teaching and inquiry through the collection and preservation of recorded knowledge in all its forms and through the creation of an integrated research collection as a scholarly resource for the future.

The University Libraries support the role of the Library Faculty in this process, and encourage and facilitate their professional growth and advancement.

The Library Faculty, as creative members of the academic community, accept the responsibility for continued intellectual growth resulting in the highest level of librarianship: and affirm the significance of consultation and direct liaison with the teaching and research faculties to coordinate and identify the educational goals of the University.

This constitution is designed, therefore, for the governance of the University Libraries within the academic community, and is adopted by the Faculty of the University Libraries, Twin Cities Campus.

ARTICLE I. General Powers

SECTION 1. *Distribution of Powers*

All matters relating to the educational resources and services and the administrative affairs of the University Libraries, Twin Cities Campus, consistent with actions or policies of the Board of Regents of the University of Minnesota and the University Senate heretofore or hereafter taken or established, are for the purpose of effectuating the government of the University Libraries under and by the Regents, committed to the Director of Libraries, the Library faculty, and its Library Council, as herein provided.

ARTICLE II. Director of Libraries and the Administrative Staff

SECTION 1. *Appointment of the Director*

The Board of Regents shall appoint the Director of Libraries on recommendation of the President of the University, following the recommendation of an ad hoc search committee appointed by the President. The Library Comcil shall offer its advice to the President of the University regarding this appointment. Directors shall be appointed for a term of eight years, with the possibility of reappointment following a review initiated by the President near the end of the appointment, or earlier, if the President deems it advisable.

SECTION 2. *Duties and Authority of the Director*

The chief representative and executive officer of the Library shall be the Director. He shall have general administrative authority over Library affairs. He shall be responsible, in consultation with the Library faculty and Library faculty assembly, for initiating and implementing policy and for planning Library development. He shall make recommendations to the President of the University on all faculty appointments, promotions, tenure, and salary adjustments, following established procedures as provided herein and in the bylaws. He shall represent the Library in general University planning and in relations with other University units and their faculties, and with other educational and professional organizations and agencies. His responsibilities shall include leadership in strengthening the Library and its program and interpreting that program to the University and the community.

SECTION 3. *Budget Consultation*

As chief executive officer of the Library, the Director shall have final authority to make budgetary recommendations to the President of the University after consultation with the Library Council and the administrative staff.

SECTION 4. *Administrative Staff*

The Director and the administrative staff including department chairmen, shall be responsible for implementing policy.

Associate and Assistant Directors and department chairmen shall be appointed for initial terms of five years, with the possibility of reappointment for five-year terms following a review initiated by the Director near the end of the appointment, or earlier, if the Director deems it advisable. The Library Council may recommend an earlier review to the Director. Initial appointment to administrative positions, and subsequent review and reappointment, shall be effected by the Director acting in consultation with the Library Council. Procedures shall be adopted to provide for participation by staff members of the department concerned.

Each department and its function shall be reviewed by the Director, in consultation with the Library Council, at intervals of not more than five years. Such review may be initiated earlier by either the Director or the Library Council.

ARTICLE III. The Faculty

SECTION 1. *Definition and Function*

The policy making and legislative body of the Library shall be the Library Faculty.

SECTION 2. *Membership*

The faculty of the University Libraries shall consist of the President of the University, the Director of Libraries, and regularly appointed professors, associate professors, assistant professors, instructors, research associates, and research fellows in the Library, and all other librarians and subject specialists who hold regular professional appointments in the Library. (Regular is defined as "A" or "B," three-quarters time or more, and excludes those with appointment symbols "T" and "X." Such appointees may be voted "Associates" of the Library faculty and accorded full faculty privileges, such status to be voted on annually by the faculty.)

SECTION 3. *Officers*

The Director shall preside at faculty meetings and at Library faculty assemblies. The faculty shall elect a vice-chairman and a secretary for one-year terms. The vice-chairman shall preside in the absence of the Director or when the Director takes the floor. The secretary shall keep minutes of meetings, circulate agenda and minutes to the entire Library staff, and perform such other functions as may be assigned by the Director or the Library Council.

SECTION 4. *Meetings*

The meetings of the Library faculty, together with the Library Civil Service Committee and the Student Consultative Committee, which shall serve respectively as the representatives of the Library civil service staff and the student body, together with the Twin Cities campus faculty members of the Senate Library Committee, shall be designated the Library faculty assembly.

There shall be a Library faculty assembly at least once every three months. Special meetings may be called by the Director, the Library Council, or by petition of any fifteen members of the Library staff presented to the secretary of the faculty. A majority of the Library faculty shall constitute a quorum.

Any member of the Library staff shall have the right to attend Library faculty assemblies and speak on any issue. Members of the Library Civil Service Committee shall have the right to attend Library faculty assemblies, speak on any issue, and vote on all matters except those in which a specified majority of the faculty is required, or in elections.

Staff members of the Law Library, the Journalism Library, and the libraries of the coordinate campuses of the University may attend library faculty assemblies and speak on any issue.

Members of the Student Consultative Committee, as defined in Article V, Section 3, shall have the right to attend Library faculty assemblies, speak on any issue, and vote on all matters except those in which a specified majority of the faculty is required, or in elections.

The Twin Cities Campus faculty members of the Senate Library Committee shall have the right to attend Library faculty assemblies, speak on any issue, and vote on all matters except those in which a specific majority of the faculty is required, or in elections.

Meetings of the Library faculty, open only to faculty members, may be called by the Director, the Library Council, or at the request of fifteen members of the faculty.

ARTICLE IV. Library Council

SECTION 1. *Definition and Function*

The Library Council shall serve as an advisory body to the Director and as the representative of the faculty to which it is responsible. It shall discuss and make recommendations to the Director upon all matters of Library policy. Recommendations of the Library faculty and Library faculty assemblies shall be transmitted to the Director through the Library Council.

SECTION 2. *Membership*

The Library Council shall consist of nine staff members elected at large by the Library faculty for two-year terms. A member of the Library Civil Service Committee, designated by that Committee, shall be an ex officio member with full voting rights.

SECTION 3. *Officers*

The Library Council shall elect a chairman, a vice-chairman, and a secretary for one-year terms.

SECTION 4. *Meetings*

The Library Council shall meet not less than once each month. The Council may request the Director to attend a regular meeting, and the Director may request a meeting with the Council at any time. Special meetings of the Council shall be called by the chairman at his discretion, at the request of the Director, or at the request of three Council members.

SECTION 5. *Agenda and Minutes*

Agenda and abstracts of Library Council minutes shall be made available to the entire Library Staff, the staff of the Law Library, the Journalism Library, and the libraries of the coordinate campuses of the University, the Student Consultative Committee, and the Senate Library Committee.

ARTICLE V. Committees

SECTION 1. *Standing Committees*

A. There shall be four standing committees: Collections Development Committee, Service Committee, Staff Welfare and Development Committee, and Operations and Planning Committee.

  1. The Collections Development Committee shall be responsible for formulating and recommending collection policies on the basis of a continuing analysis and interpretation of the Library's collections in relation to the University's instructional and research programs. It should encourage liaison programs with the academic units of the University.
  2. The Service Committee shall be responsible for defining the future service goals of the Library, for evaluating the public service and technical processing programs in relation to those goals, and for formulating policies which balance present possibilities and future needs.
  3. The Staff Welfare and Development Committee shall be responsible for the continuous review and evaluation of the staffing patterns of the Library in relation to the Library's resources and goals. It shall

develop programs for recruiting, in-service training, and general professional development for the entire staff. It shall also serve as a personnel committee for those faculty members who do not come under the jurisdiction of the Committee on Faculty Personnel.

4. The Operations and Planning Committee shall be responsible for making studies and recommendations concerning facilities, equipment, and supplies required by current programs and for conducting long-range studies of future needs for buildings, facilities, staff, and equipment in relation to the plans of the University as a whole and concomitant Library programs.

B. Membership and Method of Election

Each standing committee shall consist of eight elected members, and one ex officio member appointed by the Chairman of the Library Council from among members of the Council. The ex officio member shall have full voting rights.

The Senate Library Committee and the Student Consultative Committee may each designate one of its members to serve as an ex officio member on the Collections Development Committee, the Service Committee, and the Operations and Planning Committee.

The Library faculty shall elect seven members, from the library staff, to each committee. One member of each standing committee shall be a Library civil service staff member elected by the Library civil service staff.

C. Authority and Responsibility

Standing Committees shall be responsible for the formulation and recommendation of policy. Standing committee business may be initiated by the committee, the Director, the Library faculty assembly, or the Library Council.

It shall be the responsibility of each committee to consider the advice and counsel of administrators and staff from units which are concerned in the outcome of any policy under study and to invite such concerned persons to meet with the committee as appropriate. It shall also receive, consider, and place on record any communications from them which are submitted to the committee.

D. Reporting

Standing committees shall report to the Director and to the Library Council, which shall act upon their findings and recommendations.

E. Meetings

Standing committees shall meet regularly each month. Special meetings may be called as needed.

SECTION 2. *Library Civil Service Committee*

A. Definition and Function

The Library Civil Service Committee, which shall have the status of a standing committee, shall represent Library civil service staff members who hold regular appointments in the Library and who are not members of the Library Faculty as defined in Article III, Section 2.

B. Authority and Responsibility

The Library Civil Service Committee shall be responsible for formulating and recommending policy on personnel matters relating to Library civil service staff members. It may adopt rules of procedure for Library civil service staff grievances in accordance with *University Civil Service Rules and Regulations*. As the representative of the interests and viewpoints of the Library civil service staff, the Committee may consider and make recommendations on any matter of Library policy.

C. Membership

The Committee shall consist of one representative for each twenty Library civil service staff members on regular appointments and shall be elected by the Library civil service staff. The Committee may provide for representation from student employees of the Library on the Library Civil Service Committee.

D. Reporting

The Committee shall report to the Director and to the Library Council, which shall act on its findings and recommendations.

SECTION 3. *Student Consultative Committee*

A. Definition and Function

The Student Consultative Committee, which shall have the status of a standing committee, shall represent the interests and viewpoints of the students of the University. As such, it may consider and make recommendations on any matter of Library policy.

The Committee shall be represented by one ex officio non-voting member on each of the following committees: Collections Development Committee, Service Committee, and Operations and Planning Committee.

B. Membership

The Student Consultative Committee shall consist of eight members, including students representing the Twin Cities Campus on the Senate Library Committee, the remainder to be selected by the Minnesota Student Association. Undergraduates and students in graduate and professional schools should be represented on the Committee.

A Library staff member may be designated by the Library Council to serve as a resource person for the Student Consultative Committee.

C. Reporting

The Committee shall report to the Director and to the Library Council, which shall act on its findings and recommendations.

SECTION 4. *Committee on Faculty Personnel*

A. Definition and Function

The Committee on Faculty Personnel, which shall have the status of a standing committee, shall formulate and recommend policy on all matters relating to, and establish procedures for, appointments, tenure, promotions, salary, and grievances for all academic staff members.

Procedures for removal of faculty members for cause shall be in accordance with the *Regulations Concerning Faculty Tenure*.

B. Membership

The Committee shall consist of seven tenured members of the academic staff elected at large by the Library faculty.

C. Reporting

The Committee shall report to the Director and the Library Council which shall act on its findings and recommendations.

SECTION 5. *Committee on Nominations, Elections, and Appointments*

Elections shall be conducted by a Committee on Nominations, Elections, and Appointments as provided in the bylaws.

SECTION 6. *Ad Hoc Committees*

Ad hoc committees shall report to their parent bodies. All Library staff members shall be eligible to serve on ad hoc committees.

Staff members of the Law Library, the Journalism Library, and the libraries of the coordinate campuses of the University shall be eligible to serve on ad hoc committees.

ARTICLE VI. Academic Freedom and Responsibility

The faculty of the University Libraries are committed to the principles set forth in the Senate Statement of December 3, 1970 on Academic Freedom and Responsibility

Complaints and grievances concerning academic freedom and responsibility may be directed initially in writing to the Faculty Personnel Committee, the Student Consultative Committee, or the Library Council. The body to which the question is directed shall review it and refer it to the Director and the Library Council for further action. The Director, in consultation with the Library Council, shall appoint an ad hoc committee, which shall conduct all necessary investigations and hearings and shall forward its findings and recommendations to the Director and the Library Council.

ARTICLE VII. Senate Library Committee

The Senate Library Committee shall continue to function as the representative of the faculty and shall act as an advisory body to the Director of Libraries and to the Library faculty, as provided in the bylaws of the University Senate.

ARTICLE VIII. University Senate and Twin Cities Campus Assembly Representation

SECTION 1. *Election of Library Faculty Representatives*

Representatives from the Library faculty to the University Senate and the Twin Cities Campus Assembly shall be elected as provided in the bylaws, in a manner consistent with the provisions set forth in the University Senate and the Twin Cities Campus Assembly constitutions.

ARTICLE IX. Amendments, Interpretation, and Implementation

SECTION 1. *Amendments*

The Constitution may be amended by a two-thirds majority vote of the entire Library faculty, provided the proposed change has been submitted in writing to the entire staff, the Senate Library Committee, and the Student Consultative Committee at least thirty days prior to the date of the vote on the proposed change. Recommendations of the Library Civil Service Committee and the Student Consultative Committee on amendments under consideration shall be submitted to the Library Council for distribution to the entire staff and the Student Consultative Committee not less than ten days prior to the vote. Amendments proposed by the Library Civil Service Committee and the Student Consultative Committee shall be sent to the Library Council for consideration.

SECTION 2. *Interpretation*

Final authority to interpret this Constitution shall reside in the Library faculty. A majority vote of the entire Library faculty shall be required.

SECTION 3. *Implementation*

This Constitution shall become effective immediately after its adoption by a two-thirds majority vote of the entire Library faculty and its approval by the Board of Regents.

ARTICLE X. Bylaws

SECTION 1. *Adoption and Amendment*

The Library faculty may enact, amend, or repeal bylaws by majority vote of the entire faculty, provided the proposed change has been submitted in writing to the entire staff, the Senate Library Committee, and the Student Consultative Committee at least fifteen days prior to the date of the vote on the proposed change. Recommendations of the Civil Service Committee and the Student Consultative Committee on amendments under consideration shall be submitted to the Library Council for distribution to the entire staff and the Student Consultative Committee not less than five days prior to the vote. Amendments proposed by the Library Civil Service Committee and the Student Consultative Committee shall be sent to the Library Council for consideration.

BYLAWS

SECTION 1. *Director of Libraries*

1. Appointment of the Director

When a vacancy exists, the Library Council shall appoint an ad hoc committee to prepare recommendations to the President of the University on the appointment of the Director of Libraries. The ad hoc committee shall consist of seven members. Appointments to the committee shall provide for geographical representation as well as balance between administration and staff.

SECTION 2. *Meetings, Agenda, and Minutes of the Library Faculty and Library Faculty Assembly*

1. Meetings

Regular Library faculty assemblies shall occur during the first thirty days of each calendar quarter. The Director shall select the date and meeting place and make the necessary arrangements for all meetings.

The secretary shall send written notices of each regular meeting to all library staff members, the Senate Library Committee, staff members of the Law Library, the Journalism Library, and the libraries of the coordinate campuses of the University, and to the Student Consultative Committee, as defined in Article V, Section 3, of the Constitution, not less than two weeks before the meeting.

Notification of special meetings, including agenda, shall be sent to all staff members, the Senate Library Committee, and the Student Consultative Committee, as provided above, as soon as possible.

2. Agenda

The Director, in consultation with the Library Council, shall be responsible for preparing the agenda. Any item requested in writing by fifteen staff members and members of the Student Consultative Committee shall be placed on the written agenda. The chairman of any standing or ad hoc committee may place an item on the agenda.

The secretary shall distribute agenda with notice of the meeting to all staff members, the Senate Library Committee, and to the Student Consultative Committee.

Published agenda shall not be considered closed.

3. Quorum

Prior to each regular Library faculty assembly, the Director shall prepare a roster of all Library faculty members as defined in Article III, Section 2 of the Constitution. This roster shall be placed with the secretary. A quorum shall consist of a majority of persons on the roster.

Attendance shall be established by circulation of lists of faculty and Library civil service staff members, Senate Library Committee members, and members of the Student Consultative Committee at each Library faculty assembly. Attendance records shall be part of the secretary's files.

4. Recording of Meetings

Meetings of the Library faculty and Library faculty assembly shall be recorded on tape and preserved for one year.

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SECTION 3. *Elections and Appointments*

1. Committee on Nominations, Elections, and Appointments

• A Committee on Nominations, Elections, and Appointments, consisting of five faculty members, shall be nominated and elected at large by the faculty during the fourth calendar quarter of each year.

2. Nominations

The Committee on Nominations, Elections, and Appointments shall prepare and circulate preference sheets (indicating interest in offices and committee positions) to the entire Library staff.

The Committee shall prepare a slate of nominees for each office, for the Library Council, and for each committee with positions to be filled.

The slates submitted by the Committee shall be presented during the second calendar quarter. Nominations may also be made from the floor. Candidates may accept nominations for only one office or position in any one election.

3. Elections

The Committee on Nominations, Elections, and Appointments shall conduct elections by mail ballots.

The balloting for the Library Council shall be conducted separately within thirty days after nominations have been made. The results of this election shall be circulated with the ballots for the remaining offices. The Committee shall consider the candidates not elected to the Library Council for other positions.

The balloting for the remaining offices shall occur as soon as possible during the last month of the second calendar quarter.

Newly elected officers and committee members shall take office July 1.

4. Vacancies

The Committee on Nominations, Elections, and Appointments shall keep a record of the ballots cast for each office for the length of the term of that office. When a vacancy exists, the Committee shall recommend a replacement to the Director. (Consideration of balloting records and preference sheets shall be given.) The Director, in consultation with the Library Council, shall make the appointment.

Any office shall be considered vacant upon the resignation of the incumbent from the office or upon his leaving the employ of the University Library.

5. First Election

The first election after the adoption of these bylaws shall be held as soon as possible and the persons elected shall take office immediately. If the election occurs before December 1, the persons elected shall be considered to have served a one-year term expiring the following July 1. If the election occurs between January 1 and June 30, the term of office shall be considered to begin the following July 1.

SECTION 4. *Library Council*

1. Election to the Council

Five Council members shall be elected one year and four members the next. At the first election after the adoption of these bylaws, the five candidates who receive the highest number of votes shall serve two-year terms and the other four shall serve one-year terms.

2. Agenda and Minutes

Agenda shall be prepared by the chairman and posted throughout the Library system to ensure maximum accessibility to all staff members. The secretary of the Library Council shall be responsible for making arrangements with staff members at various locations to post or circulate meeting notices as quickly as possible.

The secretary shall distribute the minutes of Council meetings to all Council members and abstracts of the minutes to all Library staff members, the Senate Library Committee, staff members of the Law Library, the Journalism Library, and the libraries of the coordinate campuses of the University, within seven days of the meeting. The full minutes shall be made available by the secretary to any staff member on request.

3. Report to Library Faculty Assembly

The chairman of the Library Council shall report on the status of all matters pending before the Council at each regular Library faculty assembly.

4. Recommendations to the Director

Council recommendations shall be submitted in writing to the Director. If the Director does not concur with a recommendation, he shall submit a written response to the Council explaining his objections. In such a case, a Library faculty assembly vote may be requested by either the Director or the Library Council. The results shall be part of the permanent records of the Library Council.

SECTION 5. *Standing Committees, Library Civil Service Committee, and Student Consultative Committee*

1. Committee Officers and Procedure

Each committee shall elect its own officers and adopt such rules of procedure as it deems necessary.

2. Library Civil Service Committee

After adoption of these bylaws, the Director shall convene a meeting of the regular Library civil service staff, as defined in Article V, Section 2 of the Constitution. This group shall determine election procedures and other rules of procedure. The group shall elect members of the Library Civil Service Committee, a member of the Library Council, and Library civil service members of standing committees. The names of those elected and a copy of bylaws or rules adopted shall be placed with the secretary of the faculty.

During April of each year thereafter, the Director shall prepare a roster of Library civil service staff members, a copy of which shall be deposited with the secretary. Elections shall be conducted in accordance with bylaws adopted by the Library civil service staff, and the results shall be reported to the secretary before the end of the second calendar quarter.

3. Standing Committees

Four committee members shall be elected one year and three members, the next. At the first election after the adoption of these bylaws, the four candidates who receive the highest number of votes shall serve two-year terms and the other three shall serve one-year terms. Library civil service staff members of standing committees shall be elected as provided in Paragraph 2. of this section.

4. Committee Reports to the Library Council

Final committee reports submitted to the Library Council shall be noted in the minutes and abstracts of the Council. Reports shall be made available to any staff member on request, subject to approval by the Council where confidential material is involved.

Interim reports on the status of matters under consideration shall be submitted to the Director, the Library Council, and to the administrative staff each month.

SECTION 6.

A subcommittee of the Staff Welfare and Development Committee shall be responsible for the personnel needs of faculty members who do not hold academic appointments. It shall also be concerned with transition from Library civil service professional appointments to academic appointments.

The Staff Welfare and Development Committee shall appoint five members to the subcommittee from a slate elected by faculty members who do not hold academic appointments. The subcommittee shall elect its own officers and adopt such rules of procedure as it deems necessary.

The reports of the subcommittee shall be sent through the parent committee to the Director and to the Library Council.

SECTION 7. *Committee on Faculty Personnel*

A. Subcommittee on Appeals and Grievances

The Subcommittee on Appeals and Grievances concerning academic staff members shall consist of three members of the Faculty Personnel Committee, appointed by the chairman. Grievances from individuals concerning promotion, tenure, or salary recommendations shall be directed in writing to this Subcommittee, which shall establish an ad hoc committee for each case to hear the grievance and carry out such investigations as it considers necessary.

The Faculty Personnel Committee shall review and transmit the recommendations of the Subcommittee on Appeals and Grievances to the Director.

Minutes shall be kept confidential and results shall be released at the discretion of the Faculty Personnel Committee.

Appeals of decisions beyond the Library shall be governed by the *Regulations Concerning Faculty Tenure.*

B. Salary Adjustments

Department chairmen shall be responsible, following appropriate consultation, for recommending salary adjustments for members of their departments. Immediately after the Director has forwarded his recommendations to central administration, he shall make the recommendations available to the Committee on Faculty Personnel. Recommendations on individual salary adjustments may be reviewed by the Committee at the request of the person concerned, and the Committee may make a recommendation to the Director concerning a special adjustment for the current year or consideration for the following year of an additional adjustment. The recommendation of the Committee shall be transmitted directly to the Director. If the individual concerned wishes to file a grievance it shall be processed by the Subcommittee on Appeals and Grievances, as provided in Section 7, Paragraph A of the Bylaws.

C. Academic Appointments

The Director shall appoint an ad hoc search committee for each academic vacancy from among persons recommended by the Faculty Personnel Committee. The ad hoc committee, in consultation with the Director, the depatment chairman, and others concerned, shall establish qualifications for each position to be filled.

Members of the ad hoc committee shall include the department chairman; the unit head, if applicable; at least one member of the department, and members from related departments. The committee may request concerned colleges and departments outside the Library to appoint ex officio members to the ad hoc committee. The Student Consultative Committee may recommend students to serve as ex officio non-voting members of ad hoc search committees. The committee shall transmit its recommendations to the Director. The search shall be carried out in accordance with the equal employment opportunity policies of the University.

D. Promotions and Tenure

Recommendations for promotions in academic rank and for the granting of indefinite tenure shall be arrived at by procedures consistent with the provisions of the memo from the Vice President for Academic Administration, Jan. 28, 1971, entitled *Departmental procedures in making recommendations affecting the status of individual faculty members* and of the *Regulations Concerning Faculty Tenure*, or such statements of University policy as may supersede them.

The Committee on Faculty Personnel shall be responsible for recommending to the Director the procedures to be used.

SECTION 8. *University Senate and Twin Cities Campus Assembly Representation*

1. Nomination and Election of Representatives

Senate representatives shall be nominated by the Library faculty during the second calendar quarter. In addition to nominations made from the floor, nominations may be made prior to the meeting and directed to the secretary of the faculty. The secretary shall obtain an acceptance from each nominee before the balloting occurs.

Elections shall be conducted in accordance with the rules of the University Senate. A number of alternates equal to the number of representatives shall be elected.

Between May 1 and May 15, a mail ballot containing the names of those nominated shall be circulated by the Committee on Nominations, Elections, and Appointments to all members eligible to vote. Results shall be mailed to the clerk of the Senate not later than May 23.

SECTION 9. *Records of the Library Faculty and Library Faculty Assembly*

All official records of the Library faculty, Library faculty assembly, and committee records shall be permanently preserved in the University Archives.

SECTION 10. *Constitutional Review*

There shall be a general review of the Constitution by the Library faculty two years after it becomes effective. Library civil service staff and student representatives shall participate in this review.

DRAFT UNIVERSITY OF CINCINNATI

BY-LAWS OF THE LIBRARY FACULTY

Prepared by the Committee on Faculty Status

Preamble

The Library Faculty of the University of Cincinnati shares the intentions and affirms the purposes of the academic community of which it is a part and is committed to the highest professional and intellectual standards of library service in the common pursuit of those goals.

The Library Faculty of the University of Cincinnati is resolved not only to support the instruction, learning, research and publication goals of the University community but also, through the quality of its collections and the excellence of its services, to augment and enhance those goals.

The sections which follow prescribe the structure, define the functions and identify the constituent members of the Library Faculty. The governing instrument thus established provides opportunities for growth and at the same time confers a responsibility, individually and collectively, which the Library Faculty acknowledges and accepts.

ARTICLE I

Dean of Library Administration and Director of Libraries

Section 1. Appointment

The Board of Directors of the University of Cincinnati shall appoint the Dean of Library Administration and Director of Libraries on recommendation of the President of the University following the recommendation of an ad hoc search committee appointed by the President. The Library Faculty shall elect representatives to the ad hoc search committee.

The Dean of Library Administration and Director of Libraries (hereinafter referred to as the Dean) shall be appointed for a term of five years. If favorably reviewed, and if he wishes to continue in office, the Dean may be reappointed for a three-year term.

Procedures for appointment, review and reappointment are those specified in Article II, Sec. 2(b) of the Regulations of the Board of Directors.

Section 2. Duties and authority

The chief executive officer of the University of Cincinnati for library affairs (with the exception of the Law Library) shall be the Dean of Library Administration.

The Dean shall be responsible, in consultation with the Library Faculty and supportive staff, for formulating and implementing policy and for planning library development.

The Dean shall make recommendations to the President on all Library

Faculty appointments, promotions, tenure, salary adjustments and dismissals following procedures as provided by the Committee on Faculty Personnel and in accordance with Article II, Sec. 5 of the Regulations of the Board of Directors.

The Dean shall prepare budget proposals for the library and transmit them to the University administration and shall maintain the fiscal and other accounts of the library.

The Dean shall represent the library and the Library Faculty in relation to other units of the University, the broader professional community and the city of Cincinnati.

The Dean shall prepare annual reports and other reports as needed delineating the goals, functions, accomplishments and needs of the library and the Library Faculty.

The Dean shall solicit and enlist the support and expertise of faculty, administration, students and other appropriate persons in choosing, defining and implementing programs and policies of the library.

The Dean shall take the lead in encouraging open communications and discussions within the Library Faculty and the supportive staff and between the library and its constituencies to ensure that programs and policies are relevant, workable and mutually supported.

Section 3. Administrative staff

The Dean and administrative staff, including department heads, shall be responsible for implementing policy.

Associate and Assistant Directors, department heads and others so designated as administrative staff shall be appointed for initial terms of five years with the possibility of reappointment for three-year terms following review. The Library Council may recommend an earlier review to the Dean.

Initial appointment to administrative staff and subsequent review and reappointment shall be effected by the Dean in accordance with procedures as provided by the Committee on Faculty Personnel and in accordance with Article II, Sec. 5(c) of the Regulations of the Board of Directors.

ARTICLE II

The Library Faculty

Section 1. Identification

The Library Faculty shall consist of the President of the University, the Executive Vice President for Academic Affairs, the Vice President and Director of the Medical Center, the University Dean, the Provost for Academic Affairs, the Dean of Library Administration and all professors, associate professors, assistant professors, and instructors on the library staff.

Section 2. Duties and authority

The Library Faculty shall be the legislative body of the library. The Library Faculty shall be responsible for exercising those functions and powers vested in them by the Regulations of the Board of Directors, Article II, Sec. 3.

The Library Faculty shall be responsible for interpreting the bylaws of the Library Faculty and for amending the bylaws as required.

Section 3. Officers

The Dean shall preside at all Library Faculty meetings, whether regular or special, and shall appoint a representative to preside in his or her absence. The Library Faculty shall elect a Secretary for a one-year term who shall keep minutes of meetings, provide due notice of meetings including agendas, and circulate minutes of meetings to the entire library staff. The Library Faculty shall elect a Parliamentarian for a one-year term.

Section 4. Meetings

The Library Faculty shall meet regularly once each quarter. Special meetings may be called at the request of the Dean, the Library Council or by petition of ten members of the Library Faculty. Two-thirds of the Library Faculty shall constitute a quorum. Any member of the library staff shall have the right to attend regular meetings of the Library Faculty and speak on any issue. Meetings of the Library Faculty open only to faculty members may be called by the Dean, the Library Council or by petition of ten members of the Library Faculty.

ARTICLE III

The Library Council

Section 1. Identification

The Library Council shall consist of seven members of the library staff elected for two-year terms. Five members of the Council shall be members of the Library Faculty elected by the Library Faculty and two shall be members of the supportive staff elected by the supportive staff.

Elections shall be conducted according to procedures as provided by the Committee on Committees, Nominations and Elections. At the first election after the adoption of these bylaws, four candidates drawn by lot shall serve two-year terms and the other three shall serve for one year. Thereafter, all members shall serve two-year terms.

Section 2. Duties and authority

The Library Council shall serve as an advisory body to the Dean and as the representative of the Library Faculty and the supportive staff to whom it is responsible.

Recommendations of the Library Faculty and/or the supportive staff shall be transmitted to the Dean through the Library Council.

The Library Council shall have the authority and responsibility of aiding the Dean in the formulation of all library policies and programs. The Library Council shall work with the Dean in preparing budget proposals and in designing long-range plans for the library. The Library Council shall have the authority to appoint subcommittees from among its membership in order to accomplish its tasks. In the case of irreconcilable differences among the Council members or between the Library Council and the Dean, the Chairperson may choose to present the case to the Library Faculty to seek its opinion.

Section 3. Officers

The Library Council shall elect a Chairperson and a Secretary for one-year terms. The Chairperson of the Library Council shall also serve as a voting member of the University Library Committee. The Chairperson shall report on the status of all matters pending before the Library Council at each regular meeting of the Library Faculty.

The Chairperson shall preside at Library Council meetings and shall appoint a representative to preside in his or her absence.

The Secretary shall provide due notice of meetings including agendas, shall keep minutes and shall make minutes of meetings available to all staff members upon request.

Section 4. Meetings

The Library Council shall meet not less than once each month.

The Council may request the Dean to attend any or all meetings and the Dean may request a meeting with the Council at any time.

Special meetings of the Council may be called by the Chairperson, at the request of the Dean or at the request of two members of the Library Council.

Non-members may be invited to participate in meetings at the discretion of the Chairperson.

ARTICLE IV

Committees

Section 1. Standing committees

There shall be three standing committees: the Committee on Committees, Nominations and Elections; the Committee on Faculty Review; and the Committee on Staff Development and Welfare.

Standing committees shall report to the Library Council which shall act on their recommendations. Standing committees shall be responsible for the formulation of policy and programs in the areas within their purview.

It shall be the responsibility of each committee to consider the advice and counsel of administrators and staff from units which are concerned in the outcome of policies under study. Each committee shall solicit, consider and place on record communications from the staff and shall encourage all staff members to contribute comments and suggestions on matters relevant to its work.

Section 1(a). Committee on Committees, Nominations and Elections

The Committee on Committees, Nominations and Elections shall consist of five members of the library staff elected for two-year terms. Three shall be members of the Library Faculty elected by the Library Faculty and the other two shall be members of the supportive staff elected by the supportive staff. At the first election after the adoption of these bylaws, three candidates drawn by lot shall serve two-year terms and the other two shall serve one-year terms. Thereafter, all members shall serve two-year terms.

Immediately after the adoption of these bylaws, the Dean shall call a meeting of the library staff for the purpose of electing the Committee on Committees, Nominations and Elections. The persons elected shall take office immediately and choose their Chairperson for a one-year term.

The Chairperson shall report on the status of all matters pending before the committee at each regular meeting of the Library Faculty. Initial elections and all subsequent elections for seats on the Library Council, standing committees and all other committees and bodies with the exception of subcommittees shall be conducted by

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the Committee on Committees, Nominations and Elections.

The Committee on Committees, Nominations and Elections shall prepare a slate of nominees and ballots for each position to be filled. Nominations may also be made from the floor or submitted to the Committee in writing. Candidates may accept nomination for only one office in any one election and are not eligible to serve more than two consecutive terms in any one office.

The Committee on Committees, Nominations and Elections shall be the final authority with regard to election results, eligibility of candidates and timetables for elections. When a seat is vacated in midterm, the Committee shall appoint a replacement to complete the remainder of the term.

Section 1(b). Committee on Faculty Review

The Committee on Faculty Review shall consist of five members of the Library Faculty elected for two-year terms by the Library Faculty. Initially, three candidates drawn by lot shall serve two-year terms and the other two shall serve for one year. Thereafter, all members serve for two years. The Committee shall elect its Chairperson for a one-year term.

The Committee on Faculty Review shall, in consultation with the Dean and the Library Council, recommend policy on all matters relating to, and establish procedures for, appointments, tenure, promotions, review, salary, perquisites, retirement, dismissal and grievances for all members of the Library Faculty. All such procedures shall be in accordance with Article II of the Regulations of the Board of Directors.

As soon as possible after its election, the Committee on Faculty

Review shall prepare a Handbook for Library Faculty delineating the criteria for appointment, terms of appointment, eligibility for tenure, Library Faculty position descriptions and ranks, procedures for review and appeal, perquisites and obligations of the Library Faculty, and any other such matters as the Committee shall deem to lie within its purview.

The Committee on Faculty Review shall, after consultation with the Dean, the Library Council and other appropriate persons, draw up a list of recommended initial appointments and rankings of the Library Faculty which shall be submitted to the Dean and the Library Council. The final recommendation for initial appointments to the Library Faculty, and all subsequent appointments, shall come from the Dean of Library Administration. Authority for appointment shall rest with the President and the University Board of Directors.

The Chairperson of the Committee on Faculty Review shall be responsible for the maintenance of a calendar of personnel in order that review for reappointment, promotion or tenure shall take place at the appropriate time for each member of the Library Faculty.

The Chairperson shall report on the status of all matters pending before the Committee at each regular meeting of the Library Faculty.

Section 1(b)(i). Subcommittee on Appeals and Grievances

The Subcommittee on Appeals and Grievances of the Committee on Faculty Personnel shall consist of three members of the Committee appointed for one-year terms by the Chairperson. Grievances from individuals concerning promotion, tenure, salary or dismissal shall be directed in writing to the Subcommittee which shall appoint an ad hoc committee for each case to conduct a hearing and carry out such investigations as it deems necessary. Minutes of meetings of the Subcommittee and ad hoc committees and transcripts of hearings shall be kept confidential and released only at the discretion of the Chairperson of the Committee on Faculty Personnel.

The Subcommittee on Appeals and Grievances shall submit to the Committee on Faculty Personnel a written report of its findings and recommendations in each case and the full Committee shall, in turn, submit in writing to the Dean and the Library Council its recommendations in each case.

The final decision in all cases shall be made by the Dean of Library Administration.

Appeals of decisions beyond the library shall be governed by Article II, Sec. 5(a)(ix) of the Regulations of the Board of Directors.

Section 1(c). Committee on Staff Development and Welfare

The Committee on Staff Development and Welfare shall consist of five members of the library staff elected for two-year terms. Three members shall be members of the supportive staff elected by the supportive staff and two members shall be members of the Library Faculty elected by the Library Faculty.

Initially, three candidates drawn by lot shall serve two-year terms and two shall serve one-year terms. Thereafter, all members serve for two years. The Committee shall elect its Chairperson for a one-year term.

The Committee on Staff Development and Welfare shall be responsible for articulating needs, and developing programs for, staff recruiting, orientation, in-service training, continuing education and general professional and educational development for the entire staff.

The Committee on Staff Development and Welfare shall serve as a personnel committee for all staff members who do not fall within the jurisdiction of the Committee on Faculty Personnel.

In addition, the Committee shall serve as a general ombuds-committee for the entire staff on such matters as working conditions, staffing patterns, suggestions for needed programs and all other such matters pertaining to staff welfare.

The Chairperson shall report on the status of all matters pending before the Committee at each regular meeting of the Library Faculty.

ARTICLE V

The Faculty Senate and the University Senate

The Library Faculty shall elect two representatives to the University of Cincinnati Faculty Senate for two-year terms. One of the representatives drawn by lot shall also be the Library Faculty's representative to the University Senate. Such elections shall be conducted in accordance with Article II, Sec. 1 of the bylaws of the Faculty Senate.

ARTICLE VI

Amendment and Repeal

These bylaws shall be adopted when approved by a vote of two-thirds of the professional librarians on the staff of the University of Cincinnati Libraries and upon approval, in writing, by the Dean of Library Administration.

These bylaws may be amended or repealed, at a regular or special meeting, by a vote of a two-thirds majority of all the Library Faculty. A motion to amend or repeal shall be made and seconded in writing at least one month prior to the consideration thereof.

MICHIGAN STATE UNIVERSITY

BYLAWS OF THE LIBRARY FACULTY

I. COMPOSITION OF THE LIBRARY FACULTY AND LIBRARY ORGANIZATION

For purposes of these Bylaws, the Library faculty shall consist of all persons appointed with an administrative title or the title of Divisional Librarian, Librarian, or Bibliographer, except those on a part-time or temporary appointment. Also, for purposes of these Bylaws, the Library shall be considered as a college, with four departments: Resource Development and Special Services, General Readers' Services, Technical Services, and Science Library.

II. VOTING

A. Internal Matters

1. Library Faculty, as defined above, shall be eligible, upon appointment, to vote on matters concerning activities within the Library system.

2. Voting privileges are extended to include individuals appointed by the Board of Trustees who hold a part-time appointment.

3. Voting privileges may be extended by the Library Advisory Council to include individuals appointed by the Board of Trustees who hold temporary appointments.

B. External Matters

On external matters, the voting members shall consist of Library Faculty as defined above.

III. ROLE OF THE LIBRARY FACULTY

The Library Faculty shall have jurisdiction over its internal affairs, consistent with the University Faculty regulations, and shall have the right to participate in and make recommendations regarding matters affecting its customary responsibilities in the operation of the Libraries, including advising the Director in matters of policy and planning.

IV. ROLE OF THE DIRECTOR OF LIBRARIES

A. The Director shall be responsible for planning and coordinating the administrative, service and resource decisions, budgetary matters, physical facilities and personnel matters within the Libraries, taking into consideration the advisory procedures of the Library Faculty as outlined by these Bylaws.

B. The Director shall keep the Library Faculty informed of University decisions and programs that are pertinent to the administration and services of the Libraries. He shall make such reports at general Library Faculty meetings.

V. GENERAL LIBRARY FACULTY MEETING

A. General Library Faculty meetings shall be held at least once a term (Fall, Winter, and Spring) or more frequently at the request of the Director, the Chairman of the Library Advisory Council, or upon petition of 25 percent of the Library Faculty.

B. The purpose of Library Faculty meetings will be to receive reports of the Director, receive report of actions of Advisory Council, and/or advise the Director on matters referred from the Advisory Council.

C. The Chairman of the Advisory Council shall be presiding officer at the Library Faculty meetings.

D. A quorum shall consist of 60 percent of the Library Faculty eligible to vote on internal matters.

E. The agenda for the general Library Faculty meetings shall be prepared by the Director in consultation with the Advisory Council.

F. The agenda for meetings called by the Chairman of the Advisory Council shall be prepared by the Chairman in consultation with the Advisory Council.

G. The agenda for meetings called by a recorded 25 percent of the Library Faculty shall be prepared by the members of this group, in consultation with Chairman of the Advisory Council.

H. The agenda shall be distributed to all Library Faculty at least three working days prior to the meeting unless a situation arises which requires that a meeting be called immediately.

I. Any vote taken during a Library Faculty meeting will be approved only if it represents the majority vote of those eligible to vote on the matter. If such a majority is not reached at the meeting, the matter will be referred to a written ballot of all eligible members.

J. A member of the Advisory Council shall be designated in advance by the presiding Chairman as Secretary for the Library Faculty meetings and shall take the minutes of the meetings. The minutes shall be distributed to all Library Faculty.

VI. ADVISORY COUNCIL

A. The Library Faculty shall counsel the Director of Libraries on the development of the Library's policies, programs and services and the over-all priorities in the Library's future activities by means of a Library Advisory Council.

B. The Advisory Council shall seek the advice of the Library Faculty on major matters of policy and planning, such matters being deemed major by the Director, or by majority vote of the Council.

C. The Advisory Council shall consist of the Director of Libraries and the Associate and Assistant Directors (all as *ex-officio* members), and four other members, one elected from each of the four departments noted in Article I, and the three elected representatives from the Library to the University Library Committee. All members have the responsibility to act in the interest of the Library as a whole.

D. All Library Faculty shall be eligible upon appointment for election to the Advisory Council. Elections shall be held during the spring quarter and the elected representatives shall take office at the beginning of the fall quarter. The term of office shall be two years. No elected representative may be elected for more than two consecutive terms.

E. The initially elected representatives shall serve: two for a period of two years, and two for a period of one year. Thereafter, all terms of office shall be for two years.

F. In the event the term of office cannot be filled, another Library Faculty member shall be elected to complete the term of office.

G. The Director of Libraries shall be presiding officer at meetings of the Advisory Council. A Chairman shall be elected from among the elected members of the Advisory Council and shall assist the Director in preparing the agenda for Advisory Council meetings. The Chairman shall preside at Library Faculty meetings and shall have the authority to call meetings of the Advisory Council when necessary. Four (4) of the seven elected members of the Advisory Council constitute a quorum.

H. The Advisory Council shall assist the Director in preparing the agenda and choosing the dates of the general Library Faculty meetings.

I. The Advisory Council may establish standing and/or ad hoc committees. Membership--either appointed or elected--on such committees will be determined by the Advisory Council. The operation and constituency of the standing committees shall be appended to these Bylaws.

J. The Advisory Council shall meet at least once a month or more frequently at the request of the Director or of the Chairman. The Council shall maintain minutes of its meetings. The minutes shall be distributed to the Library Faculty.

VII. DEPARTMENTAL ADVISORY COMMITTEES

A. Each of the four Library departments will elect an Advisory Committee to counsel the department head on appointments and salary increases. Five Library Faculty will be selected for each Advisory Committee, except for Science which will have three members on the group. The appropriate Division and Section heads will serve as ex-officio members with vote when positions or personnel under their jurisdiction are discussed. The Department Head will serve as chairman and presiding officer of the Advisory Committee.

B. Departmental Advisory Committees will be elected by and from all regular Library Faculty in the department. Members of the Library Advisory Council will not be eligible for election to departmental Advisory Committees. The membership on the Advisory Committee will be for one year. No member may be elected for more than two successive terms.

C. Nominations for Advisory Committees will be made by the Nominating Committee. (See Article VIII below).

D. Minutes of the Departmental Advisory Committee meetings shall be taken and distributed to the faculty of the respective department.

E. In the event the term of office cannot be filled, the respective Departmental Advisory Committee will notify the Nominating Committee. The Nominating Committee will then prepare a slate of nominees, one of whom the Library Faculty of the Department will elect to complete the term of office.

VIII. NOMINATING COMMITTEE

A. During the Winter term each library department will elect from its Library Faculty representatives to the Nominating Committee: two each from Resource Development and Special Services, General Readers' Services, and Technical Services and one from Science Library.

B. Nominating Committee will prepare a slate of nominees for Library Advisory Council, representatives to University Library Committee, departmental Advisory Committees and for any elected committees established by Library Advisory Council. Such slate will consist of more than half again as many candidates as positions to be filled.

C. Membership on Nominating Committee is for one year, and members may not succeed themselves.

D. In the event the term of office cannot be filled, the respective Departmental Advisory Committee will prepare a slate of nominees, one of whom shall be elected by the Library Faculty of the Department to complete the term of office.

E. Members of the Nominating Committee are excluded, during their term of office, from nomination and election to other Library or University Committees.

IX. UNIVERSITY LIBRARY COMMITTEE

A. The Library Faculty shall elect three representatives to serve as ex-officio members of the University Library Committee.

B. The representatives to the University Library Committee shall be elected by the Library Faculty, one from the combined faculties of the Department of Technical Services and the Department of Resource Development and Special Services, one from the combined faculties of the General Readers Services Department and the Science Library, and one at-large from the faculty of the Library College.

C. All Library Faculty who have served two or more years on the staff shall be eligible for election. Nominees will be selected by the Nominating Committee, with the elections held in the Spring quarter. The elected representatives shall take office at beginning of fall term and shall serve for a three-year period.

D. In the event the term of office cannot be filled, another Library Faculty member shall be elected to complete the term of office.

X. APPOINTMENT PROCEDURES

A. The Department Head, in consultation with the appropriate Advisory Committee, will recommend a candidate for appointment to the Director. The Department Head and Advisory Committee, in recruiting candidates, will follow the University procedure of posting, stating minimum requirements, and screening applications. If the candidate is acceptable to the Director, he will write the candidate outlining the conditions qualifying the tentative offer. If the conditions are satisfactory to the candidate, he will be recommended to the Provost and the Board of Trustees for appointment.

B. The terms and conditions of employment shall be provided in writing by the Director to the Library Faculty member at the time of appointment. These shall include:

1. the time period covered by the appointment;
2. salary provision;
3. the general expectations in regard to the professional responsibilities of the person being appointed; and
4. conditions other than the appointee's performance of his responsibilities that may make a further appointment inadvisable.

C. The Director shall deliver to the new Library Faculty member, at the time of appointment, a copy of these Bylaws.

XI. REAPPOINTMENT, PROMOTION AND TENURE PROCEDURES

A. All Library Faculty below the rank of Librarian shall have their performance evaluated for reappointment, promotion and/or tenure by a Reappointment, Promotion and Tenure Committee (hereafter referred to as the RP&T Committee(s):

1. prior to the expiration of the candidate's appointment; or
2. upon the recommendation of the candidate's supervisor or the Director of Libraries; or
3. at least once every three years.

B. In the evaluation of candidate for reappointment, promotion or tenure, the following shall be considered:

1. For Assistant Librarian: The rank of Assistant Librarian shall be considered appropriate for those Librarians
    - a. possessing a graduate degree in Library Science or a graduate degree in a field particularly relevant to the requirements of the position;
    - b. whose professional performance has been consistently above average;
    - c. who have actively participated in the affairs of the profession.
2. For Associate Librarian: The rank of Associate Librarian shall be considered appropriate for those Librarians
    - a. possessing an additional graduate degree or having acquired appropriate additional graduate credits, or having relevant experience judged to be of equal value;
    - b. who have demonstrated excellence in librarianship through significant and consistent service to the Library and the University; and

c. who have contributed to the Library profession through publications in professional journals, active participation in professional societies and/or other tangible demonstration of professional activities.

3. For Librarian: The rank of Librarian shall be considered the rank appropriate for those Librarians possessing an additional graduate degree, or having relevant experience judged to be of equal value, and who have demonstrated abilities and made contributions above and beyond the level required of Associate Librarian.

C. A three-member RP&T Committee shall be constituted for each candidate separately, composed of the candidate's immediate supervisor and two Library Faculty of rank superior to that of the candidate's. These two shall be asked to serve, one by the candidate and one by the Director of Libraries.

D. The RP&T Committee shall consider in its evaluation the criteria described above and the following: (1) Library Service effectiveness; (2) contributions to the Library's and the University's programs and development; (3) scholarly activity; and (4) professional activities, commitment and development; and shall consider such individual qualities as ability to direct or manage; capacity for independent thought; decision-making ability; initiative; and relationship with patrons and with fellow Library Faculty.

E. The RP&T Committee shall provide written report of its findings and conclusions to the Director, said report to be strictly confidential.

F. The Director shall inform the candidate of his recommendation and reasons at least six months in advance of the expiration of the candidate's appointment or effective date of promotion and/or tenure.

G. A Library Faculty member wishing to file a grievance concerning denial of recommendation for reappointment or promotion in the Library shall present to the Director a written statement explaining why he should be reappointed or promoted, and he may request an opportunity to present his case before the Advisory Council. The Director shall, at the grievant's request, distribute the grievant's written statement to the RP&T Committee and the Advisory Council in advance of the meeting. After hearing the grievant's presentation and asking any appropriate questions of the RP&T Committee, the Advisory Council shall debate and vote, in the absence of the grievant and the RP&T Committee and according to the provisions of IX. D., whether to reaffirm the RP&T Committee's recommendation to the Director or to make a new advisory recommendation to the Director. The grievant shall be informed within two weeks of the decision and shall have no further recourse within the Library.

H. In the event that a Library Faculty member is denied a further appointment, the Library Faculty member may request the reasons why further appointment has been denied. This request may be made orally or submitted in written form to the Director of Libraries. If so requested, the Director shall transmit in writing the reasons why a further appointment has been denied.

XII. GRIEVANCE PROCEDURES

A. Any Library Faculty member may initiate a grievance procedure, alleging a violation, misinterpretation or misapplication of existing policies and legislation in a department (as defined in Article I of these bylaws) of the Library with the appropriate Assistant or Associate Director of the department where the grievance is alleged to have occurred, or in the Library College with the Director of Libraries.

B. Informal resolution of grievances should be attempted prior to initiating a formal grievance by discussing the grievance with the appropriate Assistant or Associate Director, the Director of Libraries, or the Faculty Grievance Officer.

C. The grievance procedure proper is appended to these bylaws and is deemed as part of the bylaws.

XIII. DIRECTOR'S SELECTION COMMITTEE

When the Office of the Director of Libraries is vacant, or when there is a reasonable expectancy that it will fall vacant, a Director's Selection Committee shall be established to recommend one or more candidates to the Provost for appointment to the position of Director of Libraries. The committee shall be composed of three elected representatives from among the Library Faculty, one from the Provost's Office, and three representatives from the University faculty appointed by the Provost, and one undergraduate and one graduate student.

XIV. AMENDMENT PROCEDURES

A. Amendments to these Bylaws shall be made by being accepted in identical form by a two-thirds written vote of the Library Faculty as a whole. Voting on proposed amendments will be considered final one week after the general Library Faculty meeting in which the proposed amendments were presented. Such amendments shall become effective two weeks after acceptance.

B. No motion to amend shall be recognized at a general Library Faculty meeting unless introduction of Bylaws amendments is made an explicit item on the agenda and a copy of the proposed amendment is distributed to the Library Faculty at least one week in advance of the meeting.

C. Proposed amendments to these Bylaws are to be submitted to the Library Advisory Council for review and placement on the agenda of the next general Library Faculty meeting. The Library Advisory Council shall have no authority to revise or refuse to place a proposed amendment on the agenda.

MICHIGAN STATE UNIVERSITY

Appendix A to the Bylaws of the Library Faculty

GRIEVANCE PROCEDURES

A. Department Grievance Procedure

A.1. The Departmental Advisory Group shall be responsible for the execution of these procedures.

A.1.1. It shall assure that all hearings in the department are conducted with appropriate due process.

A.1.2. It may seek advice from the Faculty Grievance Officer (FGO) on all matters related to the grievance.

A.2. If the grievance is not resolved informally, a Library Faculty member may initiate a grievance procedure by written request to the appropriate Assistant or Associate Director.

A.3. A written request for a formal grievance procedure must be made within 30 days of the grievant's first knowledge of the alleged violation.

A.4. All written requests for formal grievance procedures shall state the grievance and the redress sought.

A.5. Any time formal procedures are requested, the appropriate Assistant or Associate Director shall send written notification to the FGO and may request him to assist in attempting to achieve a resolution prior to the initiation of the formal proceedings.

A.6. If formal proceedings have been initiated in writing within the department, a formal resolution of the grievance must be sought.

A.6.1. A formal grievance procedure shall begin within 14 days of the written request.

A.6.2. Hearings shall be conducted and completed within 30 days.

A.7. A departmental hearing committee shall be established separately for each formal grievance by the Departmental Advisory Committee in the following manner:

A.7.1. The hearing committee shall consist of 3 members, selected by lot from an initial panel of a larger number, drawn by lot from the department faculty. All drawing shall be conducted by the departmental advisory committee.

A.7.2. The departmental advisory committee shall meet with the parties to the grievance for the purpose of final selection of hearing committee members. Upon presentation of the names of the 3 selected for the committee, each party shall have the right to challenge any member for cause and, in addition, each party shall have the right of two peremptory challenges. Cause shall be determined by the advisory committee. After each challenge, the advisory committee shall select another member from the panel, and shall replenish the panel whenever necessary.

A.7.3. Faculty members unwilling or unable to serve may be excused for cause by the advisory committee and others substituted for them, selected as above.

A.8. The hearing committee shall conduct a hearing according to these procedures and according to sections 2 and 4 of the Interim Faculty Grievance Procedure (IFGP).

A.8.1. The chairman of the departmental advisory committee shall assemble the hearing committee. He shall supervise selection of the presiding officer from among the members of the hearing committee.

A.8.2. The Presiding Officer shall establish the specific rules of procedure.

A.8.3. A hearing committee may decide as follows:

A.8.3.1. There has been no violation of the rights of the faculty member.

A.8.3.2. There has been a violation of the faculty member's rights.

A.8.3.2.a. When a hearing committee finds that there has been a violation of a faculty member's rights, the hearing committee shall determine the appropriate means of redress. Decisions shall not conflict with existing policy and legislation in the department.

A.8.3.2.b. Upon completion of the hearing, the hearing committee shall present its decision, in writing to the appropriate Assistant or Associate Director.

A.8.4. The Assistant or Associate Director shall provide written notification of the result of the hearing and of his decision to the parties to the grievance and to the FGO within 14 days of the completion of the hearing.

A.8.5. If the grievance is not satisfactorily resolved, either party may appeal the decision within 14 days according to the procedures.

A.8.5.1. If the departmental hearing is the first hearing of the grievance and if the grievance has not been satisfactorily resolved, either party may appeal the decision within 14 days by requesting, in writing, the FGO to initiate a hearing at the College level. Either party may independently appeal within 14 days at the college level by written request directly to the Director of Libraries.

A.8.5.2. Failure to appeal within the prescribed time constitutes acceptance of the decision.

B. Library College Grievance Procedure

B.1. If a grievance is referred in writing to the Director of Libraries, a resolution of the grievance shall be sought to prescribed college procedures. A formal grievance procedure shall begin within 14 days of the written request.

B.2. The Library Advisory Council shall be responsible for the execution of these procedures.

B.2.1. It shall assure that all hearings in the Library College are conducted with appropriate due process.

B.2.2. It may seek advice on all matters related to the grievance from the FGO.

B.3. If the grievance is not resolved informally, a Library Faculty member may initiate a grievance procedure by written request to the Director of Libraries.

B.4. A written request for a formal grievance procedure must be made within 30 days of the grievant's first knowledge of the alleged violation.

B.5. All written requests for formal grievance procedures shall state grievance and the redress sought.

B.6. Any time formal procedures are requested, the Director of Libraries shall send written notification to the FGO and may request him to assist in attempting to achieve a resolution prior to the initiation of the formal proceedings.

B.7. If formal proceedings have been initiated in writing within Library College, a formal resolution of the grievance must be sought.

B.7.1. A formal grievance procedure shall begin within 14 days of the written request.

B.7.2. Hearings shall be conducted and completed within 30 days.

B.8. A Library College hearing committee shall be established separately for each formal grievance by the Library Advisory Council in the following manner:

B.8.1. The hearing committee shall consist of 3 members, selected by lot from an initial panel of a larger number, drawn by lot from the Library College Faculty. All drawing shall be conducted by the Library Advisory Council.

B.8.1.1. Either party may request with cause that the hearing committee consist of 5 members. Cause shall be determined by the Library Advisory Council. The additional members shall be selected as above.

B.8.2. The Library Advisory Council shall meet with the parties to the grievance for the purpose of final selection of hearing committee members. Upon presentation of the names of the 3 selected for the committee, each party shall have the right to challenge any member for cause and, in addition, each party shall have the right to two peremptory challenges. Cause shall be determined by the Library Advisory Council. After each challenge, the Library Advisory Council shall select another member from the panel, and shall replenish the panel whenever necessary.

B.9. The hearing committee shall conduct a hearing according to these procedures and according to sections 2 and 4 of the Interim Faculty Grievance Procedure (IFGP).

B.9.1. The chairman of the Library Advisory Council shall assemble the hearing committee. He shall supervise the selection of the presiding officer from among the members of the hearing committee.

B.9.2. The Presiding Officer shall establish the specific rules of procedure.

B.9.3. A hearing committee may decide as follows:

B.9.3.1. There has been no violation of the rights of the faculty member.

B.9.3.2. There has been a violation of the faculty member's rights.

B.9.3.2.a. When a hearing committee finds that there has been a violation of a faculty member's rights, the hearing committee shall determine the appropriate means of redress. Decisions shall not conflict with existing policy and legislation in the Library College.

B.9.3.2.b. Upon completion of the hearing, the hearing committee shall present its decision, in writing, to the Director of Libraries.

B.9.4. The Director of Libraries shall provide written notification of the result of the hearing and of his decision to the parties to the grievance and to the FGO within 14 days of the completion of the hearing.

B.9.5. If the grievance is not satisfactorily resolved, either party may appeal the decision within 14 days according to the procedures.

B.9.5.1. If the Library College hearing is the first hearing of the grievance and if the grievance has not been satisfactorily resolved, either party may appeal the decision within 14 days by requesting, in writing, the FGO to initiate a hearing by a University Appeals Board. Either party may independently appeal within 14 days at the University level by written request directly to the Provost.

B.9.5.2. If the Library College hearing is the second hearing (the first having been a department hearing), the decision shall be forwarded to the president of the University for action according to Article [illegible] of the UFGP.

B.9.5.3. Failure to appeal within the prescribed time constitutes acceptance of the decision.

Approved Jan 21, 1971

CONSTITUTION OF THE FACULTY
OF THE LIBRARIES AND AUDIO VISUAL CENTER
PURDUE UNIVERSITY

ARTICLE I. COMPOSITION AND ADMINISTRATION OF THE FACULTY

1.1 Composition. The Libraries and Audio Visual Center Faculty, herein referred to as Faculty, shall consist of the Director of Libraries and Audio Visual Center and those staff members holding appointment at Instructor rank or above whose services fall at least 50 percent under the administrative jurisdiction of the Director.

1.2 Administration. The Director of Libraries and Audio Visual Center shall serve as the chief administrative officer of the Faculty.

ARTICLE II. POWERS AND RESPONSIBILITIES OF THE LIBRARIES AND AUDIO VISUAL CENTER FACULTY

2.1 Powers of the Faculty. This Faculty shall have jurisdiction over its internal affairs, consistent with the University Faculty regulations, and shall have the right to discuss and make recommendations regarding matters affecting its customary responsibilities in the operation of the Libraries and Audio Visual Center. In addition, it shall either upon the request of the Director or other officers concerned, or upon its own initiative:

2.1.1 advise the Director in matters of policy and planning that affect the responsibilities of the Faculty.

2.1.2 advise the Director on matters that concern Faculty welfare.

2.1.3 advise on the selection and development of collections of materials which contribute to the education programs of the University.

2.1.4 advise on policies concerning acquisition, cataloging, organization, use, and preservation of library and audio visual materials.

2.1.5 advise on the establishment, continuation and policies of departmental libraries and special collections.

2.1.6 advise on innovations which may be effectively and efficiently utilized by the Libraries and Audio Visual Center.

2.2 All other rights and powers of an academic faculty are hereby vested in the Libraries and Audio Visual Center Faculty.

ARTICLE III. MEETINGS OF THE FACULTY

3.1 A Faculty meeting shall be held at least once during each regular academic term. Any Faculty member may submit items to the Chairman of the Agenda Committee for consideration. If ten signatures accompany the request, it must go on the next Agenda. At least seven days prior to each meeting, the Agenda Committee shall distribute an announcement and agenda for the meeting to each member of the Faculty.

3.2 Special meetings may be called as follows: by the Presiding Officer; by the Agenda Committee; or by petition of ten or more Faculty members to the Agenda Committee. The same rules of agenda and parliamentary procedure shall apply as at a regular meeting.

3.3 A majority of the members of the Faculty shall constitute a quorum. Unitl a quorum is present, there can be no official meeting.

3.4 The Presiding Officer shall be the Director or his designee.

3.5 Decisions of the Faculty shall be reached by a majority of the votes cast by the members present at any regular or special meetings, (unless stated otherwise in this Constitution). Issues may be referred by a motion, duly seconded and passed, to a secret ballot of the Faculty, in which case a majority of the votes cast shall be final.

3.6 All members of the Faculty have voting privileges in meetings and elections, unless stated otherwise in this Constitution.

3.7 To effect fullest and most efficient discussion of business, only items on the distributed agenda may be acted upon at any meeting, unless the constitutional requirement is waived by consent of two-thirds of the members present.

3.8 Minutes of each Faculty meeting shall be kept by a Secretary of the Faculty. They shall be distributed to each member of the Libraries and Audio Visual Center Faculty and to such other persons as deemed necessary.

3.8.1 Secretary. The Secretary, a member of the Faculty, shall be appointed by and serve at the discretion of the Presiding Officer and will supervise the taking of the minutes and edit them before they are distributed.

3.9 Rules of Order used by the University Senate shall be followed in cases not specifically outlined in this Constitution.

3.9.1 Parliamentarian. The Parliamentarian, a member of the Faculty, shall be appointed by and serve at the discretion of the Presiding Officer.

3.10 Resource persons may be invited by any Faculty member to attend regular or special meetings. Arrangements shall be made through the Agenda Committee. Other guests may be invited at the discretion of the Presiding Officer.

ARTICLE IV. COMMITTEES OF THE FACULTY

4.1 Committee Structure. There shall be two types of committees:

Standing Committees

Ad Hoc Committees

4.2 Standing Committees. Such committees shall deal with policy or action on matters of continuing concern to the Faculty. Each committee, except the Academic Promotions Committee, shall file a written report by the end of the fiscal year with the Secretary of the Faculty.

4.2.1 The Agenda Committee, consisting of five members, shall consider proposed agenda items submitted by Faculty members, prepare the agenda, and schedule and announce the Faculty meetings in cooperation with the Presiding Officer. In addition, it shall function as a steering committee to coordinate the work of the Faculty organization, refer questions and requests through the appropriate channels, and shall suggest actions that may assist the Faculty in the discharge of their respective powers and responsibilities.

4.2.2 The Academic Promotions Committee shall, in accordance with procedures established by the University, make recommendations for promotions. It shall consist of all full professors. If there are less than five (5) full professors, Faculty of lesser rank may be selected by the Director to bring the membership to a minimum of five (5). The Director shall serve as chairman.

4.2.3 The Nominations Committee, consisting of three (3) members, shall provide the Faculty with lists of nominees for all elective positions. It shall also serve as an elections committee for all elections.

4.2.4 Other Standing Committees may be established by action of the Faculty.

4.3 Ad Hoc Committees. Such committees shall deal with policy or action on matters not assigned to an established Standing Committee and unlikely to require continuing attention.

4.3.1 Such committees shall be established by the Presiding Officer or by vote of the Faculty. In the case of appointed committees, size, membership, and chairman shall be determined by the Presiding Officer. Elected committees shall elect their own chairman, and the size shall be stipulated in the motion creating the committee.

4.3.2 These committees will make a report and/or final recommendations to the Presiding Officer and the Faculty.

ARTICLE V. REPRESENTATION IN THE UNIVERSITY SENATE

5.1 Responsibilities. The Senator(s) from the Libraries and Audio Visual Center shall be responsible for regular participation in the activities of the University Senate, for communicating to the Faculty of the Libraries and Audio Visual Center the direction of Senate actions and deliberations, and for transmitting viewpoints and discussions of the Faculty to the University Senate.

ARTICLE VI. AMENDMENTS TO THE CONSTITUTION

6.1 Proposed amendments to the Constitution must have the signatures of at least ten members of the Faculty and shall be submitted to the Agenda Committee. The Agenda Committee shall prepare and distribute copies of the proposed amendment(s) at least 14 days prior to the first meeting at which the amendment(s) is to be discussed. The proposed amendment(s) shall be read and discussed at this meeting, and at the succeeding meeting. The Constitution then may be amended by an affirmative mail vote of a majority of the Faculty.

ARTICLE VII. BY-LAWS

7.1 To carry out the provisions of the Constitution a set of By-Laws has been formulated and appended to the Constitution. These By-Laws may be changed more readily than the Constitution and require only a majority vote of the members present at a meeting to adopt or change.

BY-LAWS

OF THE

LIBRARIES AND AUDIO VISUAL CENTER FACULTY

CONSTITUTION

ARTICLE IV, 4.2 Standing Committees.

A. Selection. Members will be elected by a vote of the Faculty.

B. Composition. The Nominations Committee will make an effort to see that all divisions are continually represented on these committees and that the committee members represent various levels of academic rank.

C. Terms of Office.

(a) Agenda Committee. The term of office will be for two years. Elections will be staggered to insure continuity of membership. Two members will be replaced in odd numbered years and three members in even numbered years. Members cannot succeed themselves.

(b) Nominations Committee. The term of office will be for two years. Elections will be staggered to insure continuity of membership. Two members will be replaced in odd numbered years and one member in even numbered years. Members cannot succeed themselves.

D. Nominations. The Nominations Committee shall submit to the Faculty the names of at least two nominees for each committee vacancy. The list of nominees shall be distributed at least ten (10) days prior to the final faculty meeting of the second semester. Nominations may also be made from the floor at this meeting. Each nominee must state or have stated his willingness to serve.

E. Elections. Immediately following the final faculty meeting of the academic year the Nominations Committee shall prepare and distribute a mail ballot to the faculty. This committee shall determine the elected committee members on the basis of a plurality vote. Notification of election results will be distributed to the faculty within ten (10) days. Elected members will assume office immediately and select their own chairman unless otherwise specified.

F. Vacancies. Should an elected committee member be unable to complete his term of office, a special election will be held to fill the unexpired term. The Nominations Committee will be responsible for the election process and will announce results either at the next regularly scheduled faculty meeting or by mail communication from the Committee Chairman.

ARTICLE IV, 4.2.4 Other Standing Committees. Procedures for selecting members of other standing committees will be as provided in 4.2 of the By-Laws with the exception that such an election may take place at any time.

ARTICLE IV, 4.3.1 Elected Ad Hoc Committees. The nomination and election of members to an Ad Hoc Committee shall take place at the same Faculty meeting at which a motion to form an elected Ad Hoc Committee has been passed. Committee members will be those receiving a plurality of the votes of the faculty present.

ARTICLE V. Representation in the University Senate. Nominations and election of the Libraries and Audio Visual Center candidate(s) for Senator(s) shall be conducted by the Nominations Committee in accordance with the rules of the University Senate.

A. Nomination. The Nominations Committee shall nominate at least twice as many nominees as there are candidates for Senator(s) to be elected. At a regular or special faculty meeting, nominations may also be made from the floor. Each nominee must have stated his willingness to serve.

B. Elections. The Nominations Committee shall prepare and distribute to the Faculty a mail ballot. This Committee shall determine the elected candidate(s) for Senator(s) on the basis of a plurality of the votes cast in the mail ballot by a specified date and report to the Director and Faculty.

PROMOTIONS POLICY

FOR THE

LIBRARIES AND AUDIO-VISUAL CENTER FACULTY

The following statements have been prepared for the purpose of informing the members of the faculty of the Libraries and Audio-Visual Center of Purdue University of the policies and procedures followed in recommending promotion of faculty members to higher academic rank.

PROCEDURE

Promotion proposals are considered at three levels: divisional (Primary Committee), Libraries and Audio-Visual Center (Area Committee), and university (University Committee). During the first semester of each academic year, the Director of Libraries and Audio-Visual Center appoints two primary committees. Each of the two primary committees shall consist of five or more full professors representing their respective divisions. There shall be a Readers Division Primary Committee and a Processing Division/Audio-Visual Center Primary Committee. Each primary committee shall be chaired by a member of its choice. If there are not five full professors in either one of the two primary committees, the complement of five shall be rounded out by full professors appointed by the Director from the Libraries and Audio-Visual Center Faculty or from cognate disciplines. Associate professors may be added to the primary committees as structured above to consider promotions up to and including associate professor level. When any person is nominated for promotion by a member of a primary committee and the nomination is seconded, the members of that primary committee vote on the nomination by secret ballot. The person chairing the committee prepares a form (Nomination for Promotion) for each nominee for whom a majority affirmative vote is obtained and forwards this form to the Director. The Director may forward a nomination form for any person irrespective of the action of the primary committees.

The Nomination for Promotion form contains the following items of information: name and age of nominee, date and ranks of previous promotions, proposed rank, academic record, prior experience, evaluation of performance, teaching activities, research responsibilities and achievements, scholarly work in progress, publications, administrative and committee responsibilities, other pertinent activities (membership and positions held in professional societies, consultation, committee and public service, etc.), prospects for future development, comments by the Director, recommendation by Director, and votes of Primary and Area Committees. Supporting documentation from faculty members in other areas of the university may be appended.

The Area Committee shall consist of at least seven members holding full professorships and be constituted as follows:

> The Director of the Libraries and Audio-Visual Center Faculty shall chair the committee.
>
> Three members shall be elected by the Libraries and Audio-Visual Center Faculty from among the full professors of that faculty, two of whom will be without administrative responsibilities.

> The Chairman of the University Senate Library Committee, if a full professor, shall be a member of the Area Committee; if not a full professor, a member of that Committee holding a full professorship shall be elected by that committee to serve on the Libraries/AVC Area Committee.
>
> Two members of the University Promotions Committee shall be appointed by the Provost to serve on the Libraries/AVC Area Committee. One shall be the dean of one of the schools of the University; the other shall be chosen from among the faculty representatives on the University Promotions Committee.

Each nomination is considered and discussed individually by the Area Committee, after which a secret ballot is held. The result of the ballot is recorded on the nomination form and a recommendation is made by the Director of Libraries/AVC. Libraries and Audio-Visual Center nominations are then considered, along with similar nominations from the degree-granting schools of the University, by the University Committee on Promotions. The Committee conducts a secret ballot on each nomination and records the result of this ballot on the form which also shows the results of the balloting by the primary and area committees. These forms are then transmitted to the President of the University, who in turn makes recommendations to the Board of Trustees for final action.

The above procedure applies to all promotions between the ranks of instructor and full professor except that a member of the staff who is enrolled as a graduate student may, upon receipt of the doctor's degree, be considered for promotion at the discretion of the President in the same manner as all new staff appointments are made.

CRITERIA FOR PROMOTION

The following criteria are intended to constitute a minimum standard for the promotion of faculty members of the Libraries and Audio-Visual Center. This does not preclude the establishment of additional criteria where appropriate. In considering promotions, the following are general criteria:

1. Assistant Professor of Library Science. Promotion to the rank of Assistant Professor of Library Science is usually based upon potential. However, a strong academic record should be present. There should be a clear indication that the individual has the aptitudes of a successful librarian or media specialist and will grow in stature and eventually qualify for the rank of associate professor.

2. Associate Professor of Library Science. Promotion to the rank of Associate Professor of Library Science is based upon performance as well as future potential. Above all, the individual should still be growing technically and professionally. The associate professorship is a rank of high academic position. Academic tenure is in immediate effect upon promotion to this rank.

3. Professor of Library Science. Promotion to full professorship implies that the individual is recognized by peers in the library profession as an authority in a field of specialization, and by associates and other faculty members as a capable librarian or media specialist and scholar. In general, each individual will be responsible for an important area of the Libraries and Audio-Visual Center program. In addition, it is expected that each candidate will have made important and recognized contributions in at least one area of research or in service to professional and technical societies on a state and national level. It is expected that the candidate will be known in relevant national professional circles and recognized in such groups as a leader. Where activities, in addition to outstanding library or audio-visual work, are primarily in the field of service and administration, it is expected that recognition on the Purdue campus will be for outstanding contributions to the educational program of the University.

SPECIFICATIONS FOR PROMOTION

It is desirable that the members of the Libraries and Audio-Visual Center Faculty clearly realize the extent of their responsibilities, as well as their privileges, if they desire to advance in rank. To this end the following three groups of specifications which parallel those set forth in the October 1, 1971 memorandum from the Provost on "Policy Concerning Promotions" and the explanatory guidelines are presented for the benefit of each individual concerned and to help promotion committees in their deliberations and evaluations.

The first area, "Excellence of Performance within the Libraries and Audio-Visual Center," is substituted for "Excellence of Teaching"; the second and third areas are essentially the same, but are interpreted in greater detail.

1. Excellence of Performance within the Libraries and Audio-Visual Center.

Libraries and Audio-Visual Center work at Purdue University refers to the whole range of activities of faculty librarians and media specialists in developing and maintaining library collections, records, and services. Faculty members who excel in professional activities are vitally interested in student and faculty use of the Libraries and Audio-Visual Center. In guiding and inspiring student and faculty utilization of library materials such professionals are effective beyond routine activity. Further, outstanding librarians can number outstanding students and scholars among those with whom they have worked.

They keep informed about new developments in library and audio-visual specialties and related fields; are scholars who strive continuously to broaden and deepen their knowledge and understanding; and cannot be intellectually apathetic and still be good librarians or media specialists.

They contribute to improving the methods of teaching and learning through the use of library and audio-visual materials, facilities, and services, making their influence as librarians felt beyond the local scene through publications, lectures, and other appropriate activities. They are active in their technical, professional, or scholarly societies. They prepare bibliographies, guides, exhibits, and other educational materials that are recognized by their colleagues and peers as worthwhile contributions to the library and audio-visual fields.

Although teaching in organized classes does not form a major portion of the usual duties of most librarians, it is a role that is performed successfully and regularly by a number of them. The same kinds of criteria that are used to judge the performance of the full-time teacher also would be used to judge this teaching.

Representative Measures of Excellence

A. Applicable to all librarians

1. Effective use of subject knowledge.
2. Stimulation of faculty and student awareness and use of library resources.
3. Understanding of the principles of collection development, knowledge of the principles of bibliography, cataloging, and classification.
4. Design and maintenance of library systems, catalogs, and other means for retrieval of information.
5. Cooperation with scholars, other patrons, and staff in furthering general objectives of the University.
6. Familiarity with the curriculum and course content, particularly as they affect library services and collections.
7. Ability to do independent work within established frameworks.
8. Recognition of optimum productivity with a balance between quality and quantity.
9. Altertness in developing new and effective methods of interpretation of library resources.
10. Effectiveness in the one-to-one relationship of the individual interview and in the more general relationships developed in working with groups.

11. Effectiveness in applying bibliographic techniques in solving problems of organizing and servicing library collections.

B. Applicable to librarians with administrative responsibilities

1. Ability to identify problems, propose solutions, and set objectives as well as to express decisions in meaningful documentation and to plan for the execution of decisions made.
2. Promptness and efficiency in decision-making processes.
3. Effectiveness in delegating authority and responsibility and in coordinating work with other divisions, sections, and units.
4. Efficient planning and organization of current, day-to-day operations.
5. Development of staff for more productive and satisfying job performance, including enhancement of the professional role.
6. Effectiveness in establishing and conducting training programs.
7. Effectiveness in internal and external communications.
8. Alertness to new methods and technological changes.
9. Willing cooperation and effectiveness in the execution of general policy requirements.

II. Excellence in Research, Scholarship, and/or Creative Endeavor

Faculty members who excel in the field of research, scholarship, and/or creative activities carry on creative work appropriate to their areas of specialization and disseminate the results of such activities. What ever the primary motive for creative activity, the activity should have an impact on students and faculty. It is recognized that quality is more important than quantity and that there is no substitute for creativity at the frontiers of a field of specialization. Librarians whose primary strength is in the field of research, scholarly and/or creative work recognize that excellence may manifest itself as much in the work of other academic departments as in their own.

Examples of such achievements include:

1. Publications.
2. Research in progress.
3. Attendance at, and especially participation in, conferences, congresses, seminars, and other professional meetings.
4. Awareness of current developments in the profession.
5. Association with organizations and groups resulting in professional improvement of the participant and bringing honorable recognition to the University.
6. Professional consultation in a field of specialization.
7. Constructive use of sabbaticals and other leaves of absence.
8. Evidence of scholarly achievement such as invitations to present lectures or book reviews; the receipt of fellowships, scholarships, grants, commissions, special awards or citations; exhibitions of work or its acceptance for permanent public collections.
9. Attendance at institutes, workshops, and other forms of continuing education.
10. Work toward an advanced degree.

III. Excellence in Continuing Education and/or Service

Members of the Libraries and Audio-Visual Center Faculty whose primary contributions to Purdue University are in the field of continuing education and/or service may excel in one or more of the following: institutional service, public service, or professional service. They may achieve excellence by displaying leadership in academic and other university activities or through the counseling of students in academic matters and personal problems. They may participate broadly in continuing education programs on or off the various campuses by teaching in graduate, undergraduate, or non-credit courses away from their assigned campuses. They may make outstanding public service contributions by helping implement the land grant service concept of the University in such areas as community development, extension teaching, and other types of field services. They may make primary contributions to the University as officers of professional, technical, or scholarly societies at the state and national level. They conduct themselves at all times as public-spirited citizens and, when asked to serve, give freely of their time and energy as members of various governmental committees and advisory boards. They may be highly regarded consultants to government, industry, and other universities.

Examples of such service include:

A. Library committees and activities

1. Serves on Library Faculty committees as a member or as an officer.

2. Serves on Library Staff Association as officer or committee member.
3. Initiates, develops, and organizes workshops and conferences.

B. University committees and activities

1. Serves as elected member of University Senate.
2. Serves on faculty committees.
3. Serves on *ad hoc* University-wide committees.
4. Cooperates with other departments in developing library and audio-visual facilities and services.

C. Contributions to professional organizations

1. Serves on committees of professional organizations.
2. Holds office in professional organizations.

D. Professional contributions to the academic community

1. Participates as an informed person in activities pertaining to books, manuscripts, reports, recordings, films, and other media.
2. Holds memberships and participates in civic, state, or national organizations and activities not primarily social in nature and not directly connected with the profession.

Libraries and Audio-Visual Center Faculty
Committee on Promotions Criteria

Keith Dowden
John Houkes
David Moses
Don Tolliver
John Williams
Chaired by Ann Kerker

July 19, 1972 (Rev.)

This document is based on the document that was submitted to the Associate Director of Libraries/AVC on July 1, 1970, revised on March 15, 1972, approved by the Libraries/AVC Faculty May 5, 1972 with changes in phraseology, and rephrased on May 16, 1972.

FACULTY STATUS FOR PROFESSIONAL LIBRARIANS OF THE UNIVERSITY OF CONNECTICUT

DRAFT REPORT OF THE WILBUR CROSS LIBRARY COMMITTEE ON FACULTY STATUS

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Appendix I. Stare decisis

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Appendix IV. Policies and procedures governing appointments, promotions and termination of (library) staff; preliminary report

Appendix V. Preliminary draft: (University Senate) Subcommittee report on faculty status for the library staff (May 1970?)

Appendix VI. Report of the Subcommittee for the Study of Library Development to the Senate Growth and Development Committee and to the Senate, April 15, 1968

I. Definition of faculty status

Faculty status for librarians is defined as the formal recognition in writing, by the University of Connecticut, of professional librarians as members of the instructional and research faculty with all rights, privileges and obligations pertaining thereto. Equivalent librarian ranks and titles should be used in place of professorial ranks and titles.

II. An historical note

The role of the academic librarian has evolved as American colleges and universities have grown and changed. In the 1870's, only two college libraries in the country had more than 50,000 books each and few faculty members had doctorates or engaged in research. The librarian, often a member of the faculty, played primarily a custodial role as "keeper of the books." As colleges and universities changed from teaching institutions to teaching and research institutions, and as the processes of education became more complex and specialized, demands on the library increased. A need emerged for staff who could perform functions above and beyond the clerical level, for staff who could not only acquire but also interpret the increasingly complex research collections to both faculty and students.

Early library staffs were minuscule and not highly trained, but in 1887 the first library school was founded and from that time, the concept of librarianship as a full-time occupation requiring graduate education took hold and standards were raised. As early as 1891, President Gilman of Johns Hopkins University suggested that "the librarian's office should rank with that of professor...the profession of librarianship should be distinctly recognized." (D. C. Gilman, "University Libraries, an Address at the Opening of the Sage Library of Cornell University, October 7, 1891," University Problems in the United States, 1898) H. W. Wriston, president of Brown University, was also aware of the need for recognizing the expanded responsibilities of the librarian and his unique educational perspective. He stated, "...librarians play a significant role in the education of the student...in summary, the librarian, despite his administrative duties, is primarily an officer of instruction...he should be given faculty status, participate in all the committees and other discussions incidental to that status." (Henry M. Wriston, "The College Librarian and the Teaching Staff," Bulletin of the American Library Association, XXIX, April 1935, p.175-184)

Because of the early awareness of the contributions of librarians to the academic community and the awareness of the degree to which the library and teaching processes overlap, the movement toward recognizing librarians as members of the faculty has continued to grow. In a 1966/67 survey of academic librarians, over 50% of the respondents in the sample held faculty status. (Anita Schiller, Characteristics of Professional Personnel in College and University Libraries, Research Series No. 16, Illinois State Library, Springfield, 1969, p.63)

The College and Reference Section of the American Library Association had the matter of faculty status under study as far back as 1924. The present Association of College and Research Libraries now has a permanent Committee on Academic Status. This committee has put forth the following proposed standards for consideration and implementation:

1. Self determination on the job
2. (Equivalent) compensation
3. Tenure
4. Promotion on the same basis as (teaching) faculty
5. Leaves available on the same basis as (teaching) faculty
6. Access to research funds
7. Adademic governance
8. Eligibility for membership in the academic senate of equivalent body
9. Academic freedom

~~(College and Research Libraries News, v.31, no.5, Oct. 1970)~~

(For full text, see Appendix II. Proposed -2- revised standards for academic librarians.)

These standards recognize formally the efforts being made nation-wide to accord librarians their rightful place in the academic community.

III. The case for faculty status for librarians

"There is an inseparable relationship between the quality of the Library and the quality of the University—one can rise no higher than the other." (The University of Connecticut General Catalog, 1970-71, p.646) This inseparable relationship speaks for the case for faculty status for librarians, for implicit in it are the concepts of equality and partnership, of interdependence and shared responsibilities.

The Committee on Academic Status of the Association of College and Research Libraries in its proposed standards has presented the facts which logically lead to the recognition of professional librarians as integral components of the university faculty.

> "With publication increasing at an exponential rate, with the variety of forms of publication proliferating rapidly, with significant scholarly and informational material appearing in all of the world's languages, with the bibliographical apparatus of many fields and subfields becoming increasingly difficult to use, with the growing sophistication of library and information technology, and with the development of academic libraries into large and complex organizations, the work of the academic librarian has become highly specialized and demanding.
>
> "Consequently, the academic librarian makes a unique and important contribution to American higher education. He bears central responsibility for developing college and university library collections, for extending bibliographical control over these collections, and for instructing students (both formally in the classroom and informally in the library), and advising faculty and scholars in the use of these collections. He provides a variety of information services to the college or university community, ranging from answers to specific questions to the compilation of extensive bibliographies. He provides library and information services to the community at large, including federal, state and local government agencies, business firms and other organizations, and private citizens. Through his own research into the information process and through bibliographical and other studies, he adds to the sum of knowledge in the field of library practice and information science. Through membership and participation in library and scholarly organizations, he works to improve the practice of academic librarianship, bibliography, and information service.

> "Without the librarian, the quality of teaching, research and public service in our colleges and universities would deteriorate seriously, and programs in many disciplines could no longer be performed. His contribution is intellectual in nature and is the product of considerable education, including professional training at the graduate level. Therefore, college and university librarians must be recognized as equal partners in the academic enterprise, and they must be extended the rights and privileges which are not only commensurate with their contributions, but are necessary if they are to carry out their responsibilities."

(For full text, see Appendix II)

Recognizing the contributions of librarians to education and the dependence of the one on the other, Dr. Logan Wilson, President, American Council on Education stated in an address delivered May 1969, "...The modern college or university library is no less important than the classroom and the laboratory as a place where learning is disseminated and advanced... I would emphasize that institutions throughout the civilized world also look to (librarians) for ways to enhance teaching, learning and research."

IV. Advantages of faculty status for the institution

A. Professionalism

Faculty status for librarians promotes the professional aspects of librarianship. It emphasizes the academic and intellectual qualities of the profession. It calls for general responsibility within the particular areas of competence of each librarian. This general responsibility carries the right and duty to perform independently, using initiative and resourcefulness; it involves choice; it also carries with it the obligations of accountability, productivity and cooperation. It implies an equality among librarians and a partnership with professional colleagues throughout the university. The equality stemming from faculty status and the intellectual stimulus supplied by close association with the teaching faculty, in turn, will bring about greater and more productive involvement of librarians in the educational process of which they are an essential element. Librarians are morelikely to rise to meet the professional requirement s of their roles if their status implies such professionalism.

B. Morale

In institutions where librarians do not enjoy faculty status, they are usually in some nondescript category without clearly defined status. They are de-facto, if not de-jure, second-class citizens. Viewed as adjuncts to scholarship rather than essential components of scholarship, they are denied certain privileges which the teaching faculty enjoys and are shut out of involvement in a large portion of university life. There is almost no outside encouragement for self-improvement and little motivation for superior performance. As evidence of librarians' low status, the academic library is often looked upon by the institution's administration and by its faculty as a haven for Ph.D. candidates who have not sufficient qualifications for the degree, as a happy solution for those faculty who have not sufficient qualifications for tenure, and as additional enticement for prospective faculty members whose spouses want jobs. Little wonder, then, that the librarian's image is poor and his morale low.

Faculty status recognizes the librarian's rightful position among the institution's first-class citizens, a position to which his function and responsibilities entitle him. As certain perquisites formerly reserved for the teaching faculty become available to the librarian, his image and morale are improved, providing the necessary climate and incentive for self-improvement and superior performance. Faculty status encourages the librarian to identify himself more closely with the institution and to dedicate himself to achieving the instititon's objectives.

C. Recruitment

In its 1968 report, the Senate Subcommittee for the Study of Library Development stated

> In the near future, it might be advisable for the Senate to consider converting the library professional staff (i.e., Librarian I and above) to faculty ranks. A few universities have already granted these privileges and advantages to professional librarians, and if Connecticut is to be in the vanguard, *to say nothing of being in a competitive bargaining position for hiring library personnel of the highest quality*, it should soon follow suit. (Emphasis added)

The entire report is found in Appendix VI.

Evidence of the extent to which the University of Connecticut Library faces stiff competition in attracting outstanding candidates to fill its positions is found in Anita R. Schiller's study, *Characteristics of Professional Personnel in College and University Libraries*, op.cit. This study shows that slightly over ~~half~~ 50% of all professional academic librarians in the United States held specific faculty rank or its equivalent in 1966/67. The study was based on a 17% sample of professional academic librarians in 27% of the accredited institutions of higher education in the United States.

New ¶ Leave 3 lines

It is reasonable to assume that highly motivated and well-educated candidates for library positions will be attracted to those institutions where their superior endowments are recognized. It is also reasonable to assume that libraries can and will raise their standards for candidates when it is feasible for them to do so, that is, when the rewards are comensurate with the requirements of the position. The benefits to the institution are obvious and they should be of particular interest to the University in view of its efforts to attain that margin of excellence.

V. Privileges of faculty status

A. Professional librarians should participate actively in recruitment, hiring, and promotion of the library staff, including the director of libraries.

B. Professional librarians should participate actively in the determination of library policies and procedures.

C. Professional librarians should participate actively in university affairs, including membership on university committees, commissions and boards, especially those involving new programs or changes in existing programs.

D. Professional librarians should be eligible for research grants, sabbaticals and other leaves, reduced work loads, etc. for the purpose of engaging themselves in projects and research programs leading to the advancement of knowledge or professional improvement of mutual benefit to the institution and the individual.

E. Professional librarians should participate actively in university governance.

F. Professional librarians should be eligible for tenure.

G. Professional librarians should have the same privileges of academic freedom as teaching faculty.

VI. Obligations of faculty status

A. Professional librarians must accept in principle the standards, customs, and regulations governing the faculty, with modifications to suit the particular roles of librarians.

B. Professional librarians must devote themselves to professional activities involving a high level of intelligence, competence, and training, delegating routine and elementary tasks to non-professional staff.

C. Professional librarians should possess appropriate academic qualifications (including advanced degrees), intellectual curiosity, and demonstrable competence.

D. Professional librarians should continue to involve themselves more in formal teaching of bibliographical sciences when it will benefit the student and reduce the work load of the teaching faculty.

E. Professional librarians must assume more responsibility for the institution's educational program through the pursuit of more effective uses of the library and its resources.

F. Professional librarians must Assume major responsibility ~~take more initiative~~ for building the library's collections.

G. Professional librarians must accept the responsibility for independent learning and continuing education.

H. Professional librarians must evince a keen interest in the intellectual life of the community.

I. Professional librarians must take an active interest in the university community and contribute to its well-being.

VII. Implications of faculty status for librarians

A. Rank, titles and salaries

Librarians are presently appointed to one of five ranks: University Librarian I, II, and III, Assistant University Librarian, and Associate University Librarian. (Two other titles, University Librarian or Director of University Libraries, and Library Specialist exist, but are not discussed here. The position of University Librarian should remain as it is presently constituted. The position of Library Specialist has never been used and it is our recommendation that it not be used on the professional level.) It is proposed that the number of ranks be reduced from five to four. The four new ranks should be equivalent to the four recognized faculty ranks and should be compensated at faculty salary levels. Titles for librarians, although similar to those of the professorial ranks, should acknowledge the distinctive function of librarians by substituting the word "librarian" for "professor." Librarians, as faculty members, should receive nine month appointments, and should receive extra compensation if they are requested to work an eleven month year. The chart on the following page summarizes our proposals.

B. Evaluation and promotion

Librarians should be evaluated and promoted through ranks and steps on the basis of their professional effectiveness and academic proficiency, using a peer review system similar to that used by the teaching faculty. Factors which should be considered in evaluation of librarians are those set out in the Laws and By-Laws (9th ed., as amended), Article X, Section K.3, with modifications where necessary. The direct application of these standards to librarians is discussed below.

1. Professional competence

Professional competence in library service entails a thorough know-

Professorial Rank	Salary	Existing Lib. Rank	Salary	Proposed Lib. Rank	Salary*
Dean	#22,000-35,000	Univ. Librarian	#22,000-35,000	Univ. Librarian ~~Director~~ (or Director)	#22,000-35,000
University Professor	22,000-35,000	—	—	—	—
Professor	17,000-29,900	Associate Librarian	15,000-25,320	Librarian	17,000-29,900
Associate Professor	14,000-21,260	Assistant Librarian	12,000-19,920	Associate Librarian	14,000-21,260
Assistant Professor	10,000-15,830	Librarian III Librarian II	11,000-18,200 9,000-14,300	Assistant Librarian	10,000-15,830
Instructor	8,000-13,200	Librarian I	8,000-11,600	Library Associate	8,000-13,200
[illegible]	[illegible]	~~[illegible] Specialist~~	~~[illegible]~~	~~[illegible]~~	[illegible]

* Salaries shown are for 9 month appointments. For each additional month worked (up to a maximum of 11 months per year) an additional 1/9 of the annual salary will be paid. Steps are the same as for faculty on 9 month appts.

~~** This title is no longer used. Persons with qualifications for University Library Specialist should qualify for Assistant Librarian or Associate Librarian (and possibly Librarian).~~

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ledge of one or more of the following areas: subject, trade, and national bibliography; classification systems; cataloging principles and procedures; bibliographic techniques; the book trade and market values; the book itself (printing processes, types, bindings and binding methods, papers, etc.); serials in their multifarious forms; government publications and legal documents. It requires the ability to organize, store, retrieve and use recorded knowledge; the ability to recognize, identify and interpret patrons' needs; familiarity with recorded knowledge of sufficient depth and breadth to lead to the desired information in all fields; the skills necessary to interpret and convert course offerings and academic programs into collections capable of supporting these programs; an appreciation for learning and scholarship and a sincere desire to see the reader and the books come together. The devotion to the needs of the library's patrons through consistently able and efficient service is what professional competence in librarianship is all about, and it is this service which should be the primary standard by which librarians are judged.

[illegible] ?

Professional competence of librarians is primarily evidenced by opinions of the library's patrons, by the librarian's colleagues here and elsewhere, and secondarily, by the record of his training and scholastic achievement and by his involvement in professional activities.

2. Teaching

In American academic life, classroom teaching has historically been thought of as the sole source of the undergraduate's formal education.

This traditional concept of formal education ~~is changing~~ has changed rapidly with more and more independent study, inner college activity, and free semesters coming into being. These non-classroom programs are being recognized by universities as having merit and are being accorded reputable status within the academic program. Along with the changes in traditional patterns of formal education have come changes in the role of the academic librarian, with a significant change occurring in the role of the librarian as teacher.

There was a time when college students were fairly well prepared academically for college work by the time they arrived on the campus and the teaching role of the librarian was primarily one of instruction in the use of the library. The explosion of knowledge with its concomitant publication, the emphasis on library use and research, and the larger numbers of ill-prepared students entering universities have changed the modus operandi of teaching, study and research. In place of the well-prepared motivated student who could reasonably expect to develop some competence in his field within a four-year period, we are now faced with poorly prepared, un-motivated, highly inarticulate students who, under the most congenial of circumstances, can expect only an introduction to a body of knowledge.

many?

Today, librarians not only have to teach these students how to use the library with its intricate systems of organization and classification, they must also teach students how to discriminate between the good and the bad, how to analyze and evaluate a problem, how to determine what information is needed and how to find it. They must teach the student how to write papers, how to compile + use ~~a~~ bibliograph~~y~~ies, [redacted] what indexes and citators are and how they are used, what footnotes are and why they are used, what the card catalog is, how to ~~xxxy~~ study and prepare for exams, what to read and why. Librarians have assumed many of the functions formerly performed by the teaching faculty and in a good many cases, students receive more personal instruction (as well as more personal attention) in the library than in the classroom.

Librarians teach, also, on a more formal basis. During the 1969/70 year, for example, 27 lectures were given by librarians. These lectures ranged from 50 minutes to 3 hours in length and were offered to both graduates and undergraduates in the fields of journalism, education, nursing, physical education, ichthyology, biology, microbiology, physical therapy, electrical engineering, history, art history, english, and political science. This lecture series dates ~~xxxx~~ back a decade or more and has been considered to be of importance by those members of the faculty who have availed themselves of it.

[redacted] finally, the library is engaged in teaching in the traditional classroom manner. An undergraduate 2-hour credit course, "Library Research Methods (Interdepartmental 297-A1), was offered in the Spring semester of 1971/71. The course was filled soon after its announcement and requests for admission were received from faculty members and graduate students as well as from undergraduates. It is anticipated that this course will continue to be offered by the library and that a graduate course on research methodology will be offered sometime in the future.

In support of its teaching program, the library has prepared guides to the use of the library and its collections, ranging from simple and basic instructions to more detailed and highly involved research aids.

The University should formally recognize the teaching function of the librarian and its increasingly important contribution to the total educational program, just as it has recognized other new concepts in teaching.

In evaluating those librarians who are engaged in teaching, the same standards used for the teaching faculty should be applied: "The capacity to excite interest and evoke response in students, to broaden their outlook, to impart knowledge, to see and convey relationships, and to encourage the faculty of criticism."

3. Research and scholarly activity

In reference to qualities desired in teachers of all ranks, the Laws and By-Laws (9th ed., as amended, p.35) states, in part, "...Research and such other scholarly activity as gives evidence of the effective utilization and continuing development of his natural endowment. This will ordinarily eventuate in publications, lectures, or papers at professional meetings, and should in any case be reflected in the vitality of his teaching...[1]"

Librarians regularly contribute to professional journals and have written many books of a professional, specialized nature, all of which contribute significantly to on-going scholarly pursuits--extending "the boundaries of the known." In addition, they have produced critical, historical and bibliographic studies in diverse subject fields. These studies are widely used and held in esteem by the scholars, teachers and students who use them.

Insofar as research on the part of the librarian furthers the research purpose of the university--"the extension of the boundaries of the known"--then the scholastic achievement of librarians has meaning and importance. But insofar as scholarship is used as a measurement of professional competence, its use should have less application for librarians than for classroom teachers. Because of the strategic and sensitive role of librarians within the organization of a library, the excellences and limitations of librarians' abilities are obvious. Because of the extreme difficulty in evaluating classroom performance, in large institutions particularly, professional evaluation of university teachers is for the most part an evaluation of their professional publications. Where this kind of evidence is not necessary, it should not be required. A painter or musician, for example, should not--and is not--expected to publish in order to survive academic life. Nor should it be so for librarians whose competence can be judged in the performance of their day-to-day activities and by their obvious achievements, or lack thereof. Although there are good reasons for librarians to publish and certainly there are benefits accruing both to the institution and to the individual, publishing should not carry the same weight in the evaluation of librarians as it does in evaluating the quality of formal classroom teaching.

4. Administration

Many library positions involve a large measure of administrative duties. For those librarians who occupy these positions, administrative qualities must weigh heavily in evaluation.

Similar qualities which are looked for in the chairmen of teaching departments or in any other administrative post are expected of librarians whose responsibilities encompass administrative functions: decisiveness, imagination, fairness and judgment. In addition, library administrators must have a thorough knowledge of library practices and procedures, a thorough knowledge of the university's program and the library's role in it. Able administration is measured by the effectiveness and efficiency of the library, the morale of the staff, the intellectual quality of the staff, the capability of the staff, and how well the library meets its obligations within its ability to do so.

5. Educational attainment

Objection to faculty status for librarians is often based on the premise that librarians' academic credentials (in a majority of cases, the fifth year Master's degree) are insufficient for faculty membership. This argument has no more nor any less application to librarians than it has to engineering, fine arts, nursing, law, physical education, military science, home economics, business administration, agriculture, and social work, where the "final" degree is traditionally, or often, less than the doctorate.

The librarian with a Master's degree in library science has had special training for a special purpose. How well this degree prepares the holder for his profession should be the deciding factor in determining educational requirements for professional acceptance. Additional education may be desirable in library work where subject expertise is useful. In a growing number of cases, as a matter of fact, librarians do have the Ph.D. and many have two Master's degrees, a combination which may be more useful to the university than the doctorate.

The lack of additional degrees, however, is not sufficient grounds on which to deny faculty status any more than is the lack of the Ph.D. in teaching departments sufficient grounds for denying faculty status. Additional degrees and evidence of further educational attainment of any sort should certainly be considered in promotional review. (See Appendix IV: ~~Descriptions and qualifications of professional librarian positions...)~~ Policies and procedures governing appointments, promotions and termination of (library) staff)

C. Tenure and academic freedom

The privileges of academic freedom and tenure, as set forth in the 1941 "Statement of Principles on Academic Freedom and Tenure" formulated by the Association of American Colleges and the American Association of University Professors are no less necessary for librarians than for other faculty. If librarians are to perform their duties in an atmosphere free of harrassment and intimidation, these protections must be granted them.

Libraries function in a real sense as a marketplace of ideas within the University and must be free to collect, display and disseminate information which explores all aspects of any issue in which there is sufficient interest. Libraries have traditionally been the target of those who would suppress viewpoints with which they are unsympathetic, and one need only glance through the daily newspapers to see that this kind of harrassment is not at all uncommon today. Though pressure of this nature is more common in public libraries, it is not unknown in academic libraries; it is just more subtle. Pressures from administrators and influential faculty members concerning controversial collections, exhibits, and speakers can be just as effective in preventing the exercise of academic freedom within the library as the headline-mongering book burner is in the public library. Libraries which are part of publicly supported institutions are additionally vulnerable to the political ambitions of the legislators who govern their existence and to the wrath of citizens whose tax dollars are supporting the institution. They are daily exposed to the threat of intimidation and harrassment with every book and journal they acquire, with every document exhibited, with every speaker sponsored by the library. Librarians must not be liable to these pressures; they must be free to perform their academic duties in accordance with their interpretation of what is in the best interests of the university community. They must be protected by the formal granting of academic freedom and the guarantee of such freedom, tenure.

The University of Connecticut librarians should be included in those faculty covered by the revised section of the Laws and By-Laws pertaining to academic freedom and tenure. They should also participate fully in the experiment described by the Faculty Standards Committee of the University Senate in Procedures Regarding Tenure, Promotion and Appointment, issued March 8, 1971.

D. Participation in university governance

If it is an accepted fact that university librarians do indeed have an important and responsible role in the center of university life, it should be obvious that university librarians should enjoy an equally important and responsible role in university policymaking. It then becomes obvious that the librarians of the University of Connecticut should have much greater access to the policymaking body of the University than they now have. At the present time, the 54 full-time professional librarians are permitted no direct involvement in the existing system of governance.

Although the University Librararian is a member of the Provost's Council, and by virtue of this membership is an ex officio member of the University Senate, he is not elected by the constituency he serves.Nor has the library staff been given the vote in the election of any member of the University Senate. The librarians are shut off from and shut out of the center of university life. They are forced to play a relatively silent and dutiful role which works to the disadvantage of the community they serve. They are not privy to information vital to the effective operation of the library and therefore vital to the successful operation of university programs.

Faculty status would automatically provide for the kind of participation in university governance which guarantees adequate representation so necessary for the effective performance of the library's functions and the attainment of the university's aims and purposes.

E. Appointment

Librarians should receive appointments at one of two levels: (1) probationary appointments, and (2) appointments with continuous tenure. Appointments should be governed by the same rules established for the teaching faculty, with the modification that appropriate qualifications for librarians be substituted for those specified for the teaching faculty.

The terms of appointments for librarians should be nine months, allowing those librarians who wish to work during the summer months to do so (and reserving for the Director of Libraries the right to require attendance where in his judgment attendance is necessary for the effective operation of the library). Supplemental pay (1/9 of the annual salary per month) should be granted for any month worked in excess of nine months, not to exceed 11 months a year.

Retirement procedures and the grievance procedures, as set forth in Article X, Section K of the Laws and By-Laws should apply to librarians in the same manner as they apply to the teaching faculty.

F. Perquisites

Research facilities, including access to research funds, leaves of absence, colloquia assistance, and travel funds should be available to librarians under the same rules and regulations which apply to the teaching faculty. While some areas of library work do not involve highly specialized scholarly activity (although, it is emphasized, some do), almost all areas would benefit from increased research. Many librarians would welcome opportunities for scholarly investigation and research projects leading to improved library practices and procedures. Librarians would welcome, also, increased opportunities for further education.

Access to research funds, sabbaticals, leaves of absence, reduced work loads, all necessary for continuing education and research, are more readily available to members of the faculty than to non-faculty. Librarians are often denied faculty status on the basis of their apparent lack of professionalism and insufficient education, and are also denied the status by which further study and research, leading to more highly developed professional attitudes and activities, are possible. While it is incumbent on the individual to make a personal effort and perhaps some personal sacrifice, librarians are hampered by their bureaucratically ordered and tightly structured hierarchial positions, by their dual roles (as subject generalist, if not subject specialist, and as masters of librarianship), by the traditional nine-to-five schedule, by a lower pay scale, and by an eleven month year. At the same time, they must be measured against those who operate in a context of freedom and self-determined goals, whose schedules are much more flexible, who work a nine month year, and whose professional advancement is facilitated by their status and its accompanying special benefits.

G. Administrative structure

The extension of faculty status to librarians of the University of Connecticut should not affect the library's status within the University system—that of an independent division reporting to the Provost. Immeasurable harm would be done to the educational program of the University were the Library to be placed under the responsibility of a school or college. The University Library System serves all schools, colleges and divisions and its independent status, allowing total impartiality and objectivity, should not be jeopardized.

The librarians would form a library faculty with functions and authority similar to that of the faculty of a school or department.

Appendix I. Stare decisis

The argument has been made elsewhere, and echoes of it have been heard on this campus, that the granting of faculty status to librarians would open the flood gates, setting precedents for indiscriminate use of this distinction. While we feel the case for faculty status for librarians has merit in its own right, and we do not base our case on precedents, we do feel a statement concerning precedents at the University of Connecticut would be useful information in the determination of this matter. We therefore are listing below significant instances where faculty status has been granted to professional staff who are not engaged in teaching and where tenure has been granted to non-teaching employees of the University.

1. Faculty status for non-teaching professional staff

   The University of Connecticut grants faculty status to non-teaching professional employees. One such example, at the time of the drafting of this report, is the professional staffs of the institutes and centers which, according to the Laws and By-Laws (9th ed., as amended, p.24), "...shall have faculty status and the may (emphasis added)...be assigned to part time teaching duties..." These institutes and centers include The Institute of Public Service, The Labor Education Center, The Computer Center, The Institute of Nutrition and Food Science, The Institute of Urban Research, The Radio-TV Center, The Institute of Water Resources, The Institute of Materials Science, among others.

   In addition, it is our understanding that the following other non-teaching positions carry faculty status: branch campus directors, university physicians (part time); auditorium manager, agriculture experiment station staff, and the cooperative extension service staff. Also, faculty status has been extended to coaches, some of whom teach only non-credit service courses.

2. Tenure for non-teaching professional staff

Tenure, with or without faculty status, is held by county extension agents, the university photographer, the university librarian, and possibly by other non-teaching staff.

RANKING STRUCTURE FOR DUKE UNIVERSITY LIBRARIANS

RATIONALE

> Up the Ladder
>
> The rate of promotion at the Duke Library is less than one per cent a year. Only one-third of the staff holds the position of department or section head. This compares with two-thirds of the Duke faculty holding the rank of associate or full professor. As the Council on Library Resources stated in The Economics of Librarianship in College and University Libraries, 1969-70, becoming a department head while it "may represent the first major promotion in the career ladder . . . it may also represent a dead end, an occupational plateau from which to date it has been possible to advance only by changing institutions." To have "dead end" so thoroughly built into the library system, probably more thoroughly than in any other area of Duke employment, is unconscionable.
>
> The answer lies in having a system of promotion, based on merit and experience, whereby librarians may advance while performing much the same duties. The justification for this is the same as for the promotion system of the faculty, without which all teachers would be at "dead end" the moment they are hired. Promotion appropriately recognizes the fact that the university benefits from the continued experience of both librarian and faculty.
>
> Presently few librarians receive an annual increase in salary sufficient to cover the increase in the cost of living. The Duke librarian has virtually no prospect of advancement and watches an annual economic decline in his position; therefore, his discontent is a pervasive reality.
>
> Branson Committee Report
> January, 1971

In response to the statement quoted above, in May 1972 the University Librarian appointed the Committee on Professional Staff Structure to devise a "structure for the professional staff of the University Libraries that includes steps for promotion in rank."

Many difficult and unforeseen questions have arisen since the committee began its deliberations. Not only have we concluded that there is no plan that can absolutely guarantee a just recognition of talents and contributions, we have even questioned the whole endeavor. What benefits will come to the staff from a ranking structure? Will ranks do anything more than put names on salary raises? Will a ranking structure for librarians deteriorate into a pecking order, fraught with eager climbers and petty jealousies? Will it not, in the end, be divisive?

It is the opinion of the committee that the success of a ranking structure will depend on the professional integrity of the librarians at Duke. The expected benefits are worth the gamble.

What are the benefits of a successful ranking structure? Most important, the morale, incentive and professional quality of the staff will improve. The ranking structure will enable each librarian to receive appropriate rewards for developing to the fullest possible extent as an academic and professional person. The evaluation and review procedures for promotion will assure each librarian that he and his work will be appraised fairly on the basis of clearly defined professional standards. The structure will support and encourage each staff member to involve himself in professional activities, library research, and continuing education opportunities to the maximum possible extent. Thus the ranking structure will reflect individual merit and experience--the goal sought by the Branson Committee--and will also be an incentive to professional development.

In addition, there will be more opportunities for advancement. At present, promotion is dependent upon supervisory vacancies. With the ranking structure, it will be possible for those who do not have the opportunity or desire to become administrators to have a promotion without a change of job, for the rank will adhere to the individual and not to the position occupied. Non-administrative talents and contributions, as well as administrative ones, will be recognized.

A further benefit will be the recognition of particular achievement and ability. The criteria for promotion through the ranks will state qualifications to be considered for advancement. At the time of review, the abilities and achievements of the staff member will be expressly stated, making it more difficult for the library and the university to fail to reward them.

Such are the advantages that will accrue to the individual staff member from a ranking structure. Of perhaps greater import and of far-reaching consequence are the benefits that will come to the entire academic community as librarians increase their professional knowledge and achieve respect for their position within the university.

However, neither the benefits to the librarians nor to the university will be realized without additional support for the library from the university community. An increase in funds to allow for continuing academic and professional development and to reward achievement is vital. A greater recognition by the university administration of the role of librarians in fulfilling the purpose of the university is essential.

TITLES

The titles chosen for the four ranks confirm our position as an academic professional group within the university community, but apart from the teaching faculty. The titles are, in ascending order, Assistant Librarian, Senior Assistant Librarian, Associate Librarian and Librarian. Each individual will have a position title and a ranking title, e.g., Subject Cataloger with the rank of Senior Assistant Librarian.

POLICY FOR CRITERIA

Because of the academic nature of the work of the Duke librarians, the criteria for advancement are not the same as those for employees under the University Personnel Department's position classification plan. Similarly, because the present work schedules of librarians preclude any significant amount of research and publication, neither have the criteria for faculty promotions been adopted. Rather, the criteria reflect the distinctive role of librarians which is in part scholarly, in part technical and in part administrative.

Advancement to the rank of Librarian is possible in any specialty. Position is not the key to advancement. Promotion may be expected if an individual demonstrates the necessary development and ability. Advancement is not automatic, however, and is based upon a regular and continuing review and appraisal of the performance of each librarian.

The three criteria are a high quality of performance in the area of the candidate's responsibility, professional and academic achievement, and dedication to librarianship and participation in larger university affairs. The criteria are not of equal significance, and the degree of importance given to any one of them when applied to a particular person must be left to the discretion of the Committee on Appointment and Promotion. There is one criterion, however, that will carry more weight than the others in all deliberations on promotion; that criterion is job performance. In accepting these criteria, it is not the intent of librarians to foster scholarly research, involvement in professional organizations, or pursuit of another degree at the expense of performing their responsibilities to the Duke Libraries. Talents and inclinations vary, demands of positions vary, opportunities vary. Excellence in job performance is the one criterion that must be met for any promotion.

It is expected, however, that a librarian at any rank will show potential for and evidence of the other two criteria also. Continuing development and accomplishment in regard to all the criteria is required as one advances.

The criteria set forth are intended to serve as guidelines rather than to set boundaries on the elements of performance that may be considered. These standards of judgment will be used by the Committee on Appointment and Promotion when recommending rank for all professional librarians except those who have faculty rank.

CRITERIA FOR PROMOTION

I. A high quality of performance in the area of the candidate's responsibility is the one criterion essential for promotion. Ability to carry out competently and independently the range of library functions pertaining to the candidate's particular assignment must be demonstrated. A candidate's analysis of library problems and the formulation of effective solutions for them is of importance. In judging performance, the requirements of the particular job are considered, e.g. supervisory responsibility, subject specialization, instructional opportunities, etc. Also relevant are such general characteristics as dependability, judgment, accuracy, readiness to assume responsibility, ability to organize work, reactions under pressure, responses to criticism and suggestion, vitality, and relationships with other members of the library staff and with faculty and students.

II. Professional and academic achievement will be recognized when considering candidates for promotion. Professional achievement will be determined by the breadth, depth, variety and years of training and experience an individual has had. Academic achievement will be noted by the formal degrees of the candidate, by his program of continuing education, and by his research and publication.

III. Dedication to librarianship and participation in larger University affairs should be demonstrated. Keeping pace with professional developments is expected. Contributions to the profession and to the university by participation in conferences and professional organizations will be noted. The preparation of internal reports for the library and work on staff committees merit consideration, as does an interest in university policy and service on university committees.

SCHEDULE FOR APPOINTMENT AND PROMOTION THROUGH THE RANKS*

Appointment to the rank of Assistant Librarian depends first upon meeting the requirements for appointment as a professional librarian.** In addition, the candidate is judged to be capable of performing the job assigned, and indicates potential for a promising career in librarianship.

Appointment to the rank of Senior Assistant Librarian normally comes when a librarian has been on the staff for two years. The candidate will have a record of successful performance of his work over the past two years, and show promise of an extended range of professional activity in the future.

Appointment to the rank of Associate Librarian may be granted after three years in the rank of Senior Assistant Librarian. This rank requires a record of substantial success in the independent performance of more advanced and complex professional work. Evidence of broad professional and scholarly concern and achievement is expected.

Appointment to the rank of Librarian may come after five years in the rank of Associate Librarian, but is reserved for those who make outstanding contributions to the library and to the profession, either by virtue of high administrative responsibility or by distinction in a subject speciality or other professional activity.

Committee on Professional Staff Structure

July 5, 1973

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*On the basis of previous experience or other special qualifications, initial appointment may be made to a rank higher than that of Assistant Librarian. Also, a particularly qualified person may be recommended for promotion, or an individual may ask for review and promotion, ahead of the normal schedule.

**See criteria for appointment as a professional librarian.

DUKE
DRAFT 7-5-73

COMMITTEE ON APPOINTMENT AND PROMOTION

POLICY

To aid in the implementation of a ranking structure in Perkins Library and its branches, a Committee on Appointment and Promotion (CAP) will be chosen by the members of the Librarians' Assembly from that system. This committee, by providing staff participation in appraising the credentials and performance of professional librarians, will add the important dimension of peer evaluation to the traditional one of administrative evaluation. We believe this sharing of responsibility for maintaining the standards of a profession is, in part, what membership in a profession entails. We also believe the committee can help keep the evaluation procedure consistent, systematic, broad based and fair. The final authority within the library for appointment and promotion decisions, however, continues to rest with the University Librarian.

The term "peer" is used here in its broadest sense, referring to all professional librarians, whatever their position or rank. Any librarian may be called upon by the Committee on Appointment and Promotion for evaluative advice. But in order to guarantee to committee members an adequate professional knowledge and familiarity with this library and its staff, only persons from the top three ranks who have been on the staff for at least two years may serve on CAP. Staff members holding faculty ranks will not fall under the provisions of the ranking structure and therefore may not serve on CAP.

Although the committee needs to be kept to a manageable size, over the years it should be able to involve a large part of the staff. A broad representation will enable more librarians to share in the responsibilities and obligations of professional appraisal. While senior staff (in point of rank or term of service) will bring to the committee a greater range of knowledge and experience, younger members will bring fresh insights and different perspectives.

A basic number of years in grade is suggested for each of the ranks before an individual is reviewed for promotion. The schedule provided is not rigid, but should be considered the norm. A person with exceptional qualifications or growth may be recommended ahead of schedule. On the other hand, serving the normal number of years in grade does not make promotion automatic. Merit, as defined in the criteria for promotion ("Ranking Structure for Duke University Librarians"), must be demonstrated.

The first rank carries a requirement of promotion or termination of employment. The first two years of employment have normally been considered a training period, with continued employment provisional upon successful performance. An individual who, during these two years, has not shown achievement and potential sufficient for promotion will generally not be retained. An additional one year appointment may be granted, however, at this beginning rank if it is felt that another year's evaluation is necessary before the promotion/termination decision.

Continuing appointment* will normally be granted after five years of service at Duke to persons who have consistently exhibited continuing merit and achievement; it may be granted at any of the upper three ranks. Because of the interrelated character of library work and the importance of demonstrating an ability to operate successfully within this particular system, the Committee on Professional Staff Structure recommends that persons appointed from outside the Duke Library to one of the upper ranks be required to accumulate a total of five years of library experience, including two at Duke, before receiving continuing appointment. In the case of appointment to the rank of Librarian or Associate Librarian, however, this requirement may be waived or lessened upon special recommendation by CAP or decision by the University Librarian. Such a recommendation and decision should be made with great care and should be accompanied by a statement of justification.

Committee review will come at the time of initial appointment, of promotion, and of continuing appointment decisions. In the intermediate years, there will be supervisory evaluation for training purposes and salary decision. A more formal system of supervisory evaluation than that which has existed in the past is recommended, especially at the time of committee review. While COPSS believes that the essay evaluation can perhaps yield a more perceptive and professional evaluation, the committee recognizes that some supervisors may prefer, or feel more at ease with, a rating scale evaluation. A period of experimentation, with some supervisors using one form and other supervisors using the other form, may therefore be useful. Heads of large departments may wish to delegate some of the evaluation responsibilities to immediate supervisors.

Ideally, the entire evaluation procedure should be regarded as one means of providing professional guidance and instruction, especially for those in the early years of their career. For this reason, the supervisor's evaluation should be available to the staff member, with opportunity for the two to discuss it. The evaluation conference can be an opportunity for implementing the constructive teaching and coaching relationship between supervisor and staff member. Part of its content can be a discussion of strengths and weaknesses, potential for development and areas for improvement. It can also be an opportunity for discussing job content and performance targets. The conference should be conducted at the time of annual evaluation, but should not take the place of informal consultation and evaluation from time to time throughout the year.

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*A librarian who has been granted continuing appointment will have security of employment with the library unless incompetence, neglect of duty or grave misconduct on the job can be proved. If a position must be discontinued for budgetary reasons, every attempt will be made to find another position within the system before the librarian is released.

The concept of peer evaluation through committee review is a new one for the Duke Library, but it is being implemented more and more frequently in the profession as a concomitant of academic status. We believe it has value and should be employed here. Obviously, not all of the problems, merits, nor implications can be foreseen. Some will become evident only after the system is in operation. Therefore, we think the procedure should be flexible enough to accommodate change, and we recommend that after two or three years it be re-evaluated so that further alterations can be made where needed.

IMPLEMENTATION

Function of CAP.

Guided by the criteria for appointment and for promotion of professional librarians, the Committee on Appointment and Promotion will a) review the credentials of prospective new professional appointees to the staff of Perkins Library and its branches; and b) evaluate the performance, professional competence and contributions of librarians being considered for promotion in rank and continuing appointment.

On the basis of its review and evaluation, the committee will make recommendations to the University Librarian. Committee certification of the credentials of new staff members will take place before appointment and will include a recommendation of the rank to which the candidate will be appointed. Committee evaluation for promotion will take place at specified periods for each rank or, in special cases, upon recommendation by the supervisor or application by the candidate. Periodic committee evaluation will be supplemented by supervisory evaluation. Committee recommendations on continuing appointment will come when the candidate has gained five years of library experience, including two at Duke, except when this requirement is waived as provided above (page 2).

Composition, term, and eligibility.

The Committee on Appointment and Promotion will be composed of five (5) members from the Perkins system. Two (2) members will hold the rank of Librarian; two (2) members, the rank of Associate Librarian; and one (1) member, the rank of Senior Assistant Librarian.* The term of office will be two (2) years, and the terms will be staggered: two (2) persons going off the committee one year and three (3) persons (including the Senior Assistant Librarian), the next. Only persons who have been on the Duke staff at least two years and hold librarian (not faculty) ranks will be eligible to serve on the committee. No one may serve two terms in succession. All professional librarians will be eligible to vote for committee members.

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*The representation from the upper two ranks may be unevenly divided if the temporary unavailability of candidates in one of the ranks makes this necessary.

Election.

The Executive Committee of the Librarians' Assembly will nominate, and the Assembly elect, the Committee on Appointment and Promotion, according to the composition specified above. The slate of nominees will be publicized at least two weeks in advance of the election. Additional nominations may be made from the floor. A secret ballot will be taken when there are more nominees than positions in any of the three categories.

At the first election the length of the initial term for committee members will be determined by the draw: one (1) Librarian and one (1) Associate Librarian serving for one year only, enabling the start of staggered terms. In the future, elections will be held annually for two (2) or three (3) members.

Procedure.

The Committee on Appointment and Promotion will select its chairman each year from among its own members. A quorum of four (4) will be necessary for final committee recommendations. Except for credentials decisions based on criterion 3 of the "Criteria for Professional Librarians," which requires a unanimous vote, all decisions will be determined by majority vote. A committee member who feels he cannot vote on any individual case due to a conflict of interest should abstain. If a committee member resigns or becomes unable to serve for an extended period of time, the Executive Committee of the Librarians' Assembly will appoint a replacement.

Documentation needed for committee deliberation will be collected in the Administrative Offices and forwarded to the chairman. In the case of credentials review, the documentation will include applications, academic transcripts, and recommendations. In the case of promotion review, it will include vita sheets, job descriptions, and recommendations of supervisors. The committee can request other evaluations and information from such persons as it deems necessary.

Committee recommendations, with underlying reasons in writing, will be forwarded to the University Librarian. Supporting documentation will accompany the Committee's recommendations. Final decisions will be made by the University Librarian, who will inform the committee and the candidates.

The committee's deliberations and documentation will be confidential. The supervisor's evaluation, the committee's recommendation, and the University Librarian's decision will be available to the candidate after the University Librarian notifies the candidate of the decision.

Evaluation and promotion schedule.

Rank	Timetable	Review/Evaluation
Assistant Librarian (normally 2, possibly 3 years in grade)	3-6 months	Supervisor evaluation and conference to indicate how new staff member's performance meets requirements.
	1st year Supervisor review	Staff member prepares vita update. Supervisor prepares staff member evaluation. Recommend this evaluation be written and include rating scale and comment or essay statement geared to the promotion criteria. Recommend conference between supervisor and staff member to discuss the latter's position and progress. Vita update and supervisor evaluation become part of staff member's personnel file. Supervisor recommends continuation at Assistant Librarian or termination.
	2nd year Committee review	Vita update; supervisor evaluation, conference and recommendation. CAP reviews data supplied by staff member and supervisor; may request additional information or evaluation from other persons familiar with staff member's work and professional competence. CAP recommends to University Librarian promotion to Senior Assistant Librarian, continuation for an additional year at the beginning rank or termination.
Senior Assistant Librarian (normally 3 years in grade)	1st-2nd year Supervisor review	Vita update; supervisor evaluation and conference.
	3rd year Committee review	Vita update; supervisor evaluation, conference and recommendation. Committee evaluation. CAP recommends promotion to Associate Librarian, continuation at Senior Assistant Librarian with continuing appointment or termination. Every three years, or earlier upon supervisor's recommendation or staff member's application, a continuing Senior Assistant will be reviewed again for promotion.
Associate Librarian (normally 5 years in grade)	1st-4th year Supervisor review	Vita update; supervisor evaluation, conference and recommendation.
	5th year Committee review	Vita update; supervisor evaluation, conference and recommendation. Committee evaluation and recommendation for promotion to Librarian or continuation as Associate Librarian. A continuing Associate Librarian will be reviewed again for possible promotion after 5 years, or earlier upon supervisor's recommendation or staff member's application.
Librarian	Every 5th year Committee review	Vita update; supervisor evaluation and conference. Committee evaluation to encourage continued professional growth.

Promotions, like salary raises, will become effective at the beginning of the fiscal year (July 1). Supervisory evaluation for salary purposes and supervisory/committee evaluation for promotion recommendations will begin in the fall preceding the fiscal year in which raises and promotions take effect. Librarians appointed in one calendar year (e. g., 1973) will be subject to supervisory evaluation in the fall of that year for salary decisions to take effect in the next fiscal year (1974/75). The count of years in grade which normally precede promotion decisions will begin July 1 of the calendar year of appointment.

For example, in the case of persons appointed to the rank of Assistant Librarian in 1973, the two years in grade would be counted from July 1, 1973; the first salary evaluation would begin in the fall of 1973 (and, depending on the date of appointment, might coincide with the recommended 3-6 months supervisory evaluation); promotion review would begin in the fall of 1974; favorable promotion decisions would take effect July 1, 1975. Thus, depending on his starting date of employment, a librarian could spend up to half a year less or half a year more than the normal two years in the beginning rank. There is also the possibility of an additional year, when more time is needed before making the promotion/termination decision at the end of this rank. A half year less or a half year more than the normal years in grade would also be possible for librarians appointed initially to the upper ranks.

Examples (Assistant Librarian):

appointed	Jan 73	appointed	Sept 73
salary evaluation	Oct-Dec 73	salary evaluation	Oct-Dec 73--spring 74
promotion evaluation	Oct-Dec 74	promotion evaluation	Oct-Dec 74
promotion decision	Jan-Jul 75	promotion decision	Jan-Jul 75
promotion effective	Jul 75	promotion effective	Jul 75

appointed	Jul 73	appointed	Dec 73
salary evaluation	Oct-Dec 73	salary evaluation	Dec 73-spring 74
promotion evaluation	Oct-Dec 74	promotion evaluation	Oct-Dec 74
promotion decision	Jan-Jul 75	promotion decision	Jan-Jul 75
promotion effective	Jul 75	promotion effective	Jul 75

Calendar.

Oct 1	Vita update forms distributed from the Administrative Offices to professional librarians. Evaluation forms distributed to supervisors.
Oct 5-10	Staff forwards vita updates to supervisors.
Oct 15	Supervisor/staff member evaluation conferences begin.
Nov 1	Evaluation conferences completed for promotion candidates (probably about 1/3 of the staff each year). Supervisors forward vita updates, along with evaluations and promotion recommendations, through usual channels to the Administrative Offices.
Nov 10	Administrative Offices forward all date on promotion candidates to CAP. Chairman of CAP notifies candidates they are up for review.
Dec 1	Evaluation conferences completed for remaining professional staff. Supervisors forward data through usual channels to University Librarian.
Dec 20	CAP forwards its promotion recommendations, with all data, to University Librarian.
Jan-Jul	University Librarian confers with his administrative/supervisory advisors and makes final decisions; notifies staff members of upcoming appointment; promotion, continuation or termination. If at all possible, 6 months' notice should be given on termination decisions.

Appeals.

Upon receiving notification of a termination decision, a staff member who wishes to appeal the decision should first notify his supervisor, the appropriate Associate or Assistant University Librarian and the University Librarian to try to resolve the situation informally. If the staff member is still not satisfied, he should notify the chairman of the Librarians' Assembly committee which handles appeals and grievances. This notification should be submitted in writing to the chairman no later than two weeks after the staff member is notified of the termination decision. If he wishes, the staff member may request more time to prepare additional documentation. If there is no request for delay, the appeals and grievance committee, after reviewing all the documentation, makes its recommendation to the University Librarian within two weeks. The University Librarian notifies the committee and the candidate of the final decision.

On promotion decisions there will be only procedural appeal, which will be channeled through CAP.

Ranking the present staff.

The original ranking of the professional staff will be done by an ad hoc committee in conjunction with the library administration. In the fall of 1973, a nominating committee will nominate an ad hoc ranking committee of five (5) members. The ranking committee, approved by the professional librarians in assembly, will help to collect the necessary data and will make recommendations concerning initial ranks to the University Librarian. He will in turn consult his administrative/supervisory advisors and make the final decisions. The ranking committee will make no recommendations concerning the ranks of its own members.

The original ranking will be done, not specifically on the basis of the newly adopted criteria for promotion, but on the basis of criteria now informally in operation: job competence, responsibilities, academic and professional experience, years of service and general professional contributions. To aid the ranking committee in its work, each librarian will prepare a vita sheet and, in consultation with his supervisor, a job description. The supervisor will also submit an evaluation of the librarian.

Committee on Professional Staff Structure

July 5, 1973

UNIVERSITY OF FLORIDA LIBRARIES

REPORT OF THE

COMMITTEE ON PERFORMANCE EVALUATION, PROMOTION, AND TENURE

FOR MANY YEARS professional librarians on the staff of the University of Florida Libraries have held faculty status. It seems altogether appropriate, however, because of differences in the nature of academic services performed by library faculty and those performed by teaching and research faculty, that a separate set of criteria be employed in annual evaluations of library faculty members, and when they are being considered for promotion and/or tenure. Similarly, the official statement of policy and procedures for recommending faculty members for promotion and/or tenure should be modified so as to apply directly to librarians.

The Committee wishes to submit for consideration, in the sections below, (1) a statement of policy and procedures to be followed in recommending library faculty members for tenure and/or promotion; (2) a set of criteria to be used in evaluating the performances of library faculty members; and (3) a form to be used in submitting recommendations for promotion and/or tenure.

I. POLICY AND PROCEDURES RELATING TO RECOMMENDATION OF LIBRARY FACULTY MEMBERS FOR TENURE AND/OR PROMOTION

In accordance with Board of Regents policy, tenure eligibility for members of the library faculty begins after five years of service in a tenure-earning position. At the discretion of the President of the University, credit for not more than two years spent in a tenure-earning position at another university, or two years of equivalent experience, may be transferred by an individual who is employed as an assistant or associate librarian; and credit for not more than four years may be transferred by an individual who is employed as a full librarian.

Decisions on tenure and promotion should be a natural and orderly outgrowth of the annual evaluation of library faculty made by department chairmen and assistant directors to the Director of Libraries, and transmitted to the Personnel Division by July 1 of each year. It is important to all who become involved in decisions on tenure and/or promotion that annual evaluations have been properly conducted, and that a written statement in each case has given the faculty member a clear understanding of his/her status in the department for the year ahead, with special mention being made of any shortcomings in the quality of performance or in productivity.

In every case in which a negative decision on tenure and/or promotion is made by the department chairman or by voting department members, it is essential that earlier evaluations will have shown that the individual library faculty member was advised of his/her shortcomings, and in effect given prior warning that nomination for tenure might not be forthcoming.

Ordinarily promotion from assistant to associate librarian and the awarding of tenure occur at the same time. In exceptional cases, it is possible to recommend promotion before the individual library faculty member is eligible for tenure.

PROCEDURES

In general, procedures to be followed in recommending the tenure and/or promotion of a library faculty member are identical with those prescribed in the case of recommendations for tenure and/or promotion of teaching and research *faculty members.*

1. *During the fifth year of an individual's employment in the University Libraries, his/her department chairman will discuss the matter of promotion and tenure with the tenured library faculty members in the department, and poll them by secret ballot as to their approval or disapproval of a recommendation of tenure and/or promotion. If the individual under consideration is a department chairman, the assistant director to whom he/she normally reports will conduct the required discussion and balloting.*

2. *If the decision if affirmative, a formal recommendation of tenure and/or promotion will be prepared by the department chairman and forwarded through the appropriate assistant director to the Director of Libraries, together with a tally of the vote by tenured departmental library faculty members. The department chairman will also inform the individual faculty member that a recommendation has been forwarded.*

   2a. *If the decision is negative, the department chairman will promptly inform the individual faculty member and the Director of Libraries of that decision. The latter officer will then officially inform the faculty member that his/her employment will be terminated at the end of the following academic year.*

3. *If the recommendation is approved by the Director of Libraries, he will endorse the formal reocmmendation and forward it to the Vice-president for Academic Affairs, from whose office it is sent through appropriate channels for approval by the Committee on Personnel and by the President of the University, and thence to the Board of Regents for approval following*

review by the Chancellor.

4. The President shall promptly notify the library faculty member, in writing, of the final action taken on his nomination for tenured status and/or promotion.

II. CRITERIA TO BE USED IN EVALUATING PERFORMANCE OF LIBRARY FACULTY MEMBERS

Reference librarians and other library faculty members regularly give instruction in the effective use of library resources, but they do not often do formal classroom teaching. Occasionally they engage in extensive research projects and prepare professional publications, but their time and energies are largely, and of necessity, spent exercising their bibliographic skills in support of research faculty members' work; soundly building strong research collections and establishing effective bibliographic control over them; and assisting students and faculty members in their scholarly endeavors.

An examination of the criteria prescribed for evaluating the performances of teaching and research faculty members makes it abundantly clear that they do not provide a sound or appropriate base for evaluating the performance of a library faculty member. The following criteria, however, are believed to be both sound and appropriate for this purpose:

A. Performance of professional responsibilities

1. *Knowledge and application of bibliographic techniques*
2. *Initiative and resourcefulness in solving bibliographic and administrative problems*
3. *Comprehensive understanding of departmental, library and institutional goals*
4. *Maturity of judgment*

5. *Leadership*
6. *Professional growth*
7. *Intellectual and cultural growth*
8. *Special academic or scholarly qualifications*

B. *Working relationships*

1. *Interaction with library personnel at all levels*
2. *Contacts with faculty, students, and general public*
3. *Health and conduct as they affect performance*

C. *Creative, research, or original administrative work*

1. *Creative accomplishment in librarianship*
2. *Preparation of administrative studies*
3. *Compilation of bibliographies, abstracts, indexes, etc.*
4. *Publication of books, articles, bibliographies, or studies*

D. *Service to the Profession*

1. *Service, leadership, and active participation in professional organizations*
2. *Service as consultant in library matters*

E. *Service to the University and the community*

1. *Service on University committees and other official bodies*
2. *Active participation in campus and community affairs*